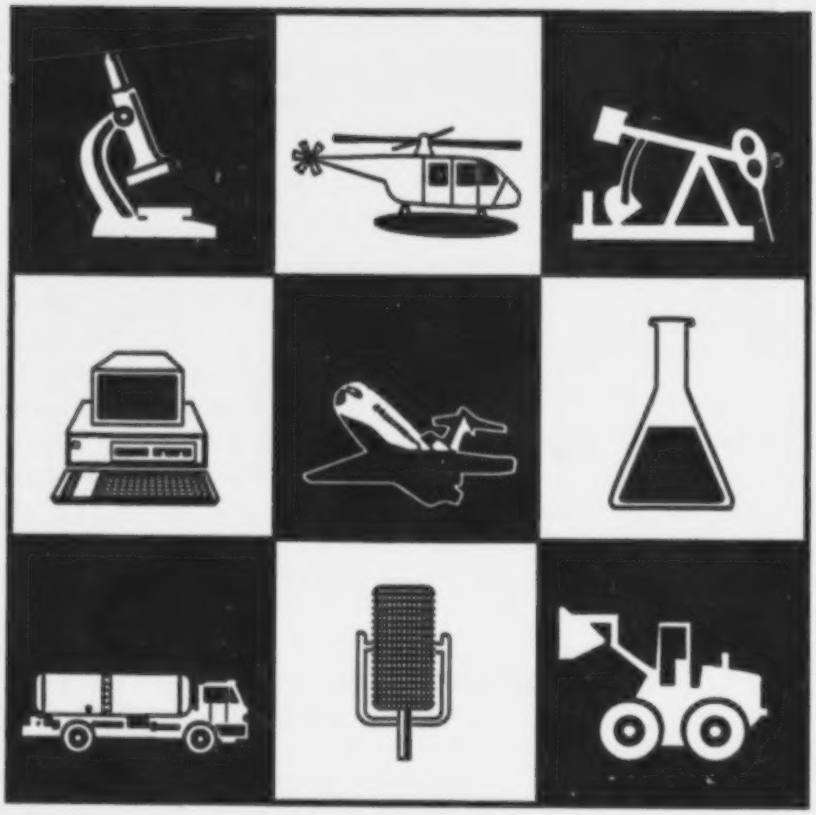
T 68/3

U.S. DEPARTMENT OF LABOR

Transition Assistance Program



Instructor's Manual

An employment assistance program
developed by the
Veteran's Employment and
Training Service

READEX FICHE best copy available

L1.7/2:

TABLE OF CON

INTRODUCTION .

1. PERSONAL AP
    - 1.1 CREA
    - 1.2 ANAL
    - 1.3 DETE
    - 1.4 ANAL

2. CAREER DECIS
    - 2.1 IDENT
    - 2.2 ASSES

3. APPLYING FO
    - 3.1 GETT
    - 3.2 DEAL
    - 3.3 ANAL
    - 3.4 COM
    - 3.5 RESE
    - 3.6 TAKI
    - 3.7 CREA
    - 3.8 DEAL
      ARIS
    - 3.9 TRAN
      TERM
    - 3.10 WRIT

4. THE INTERVI
    - 4.1 UND
    - 4.2 PREP
    - 4.3 GRO
    - 4.4 SHAR
    - 4.5 INTE
    - 4.6 ANS
    - 4.7 RESP
      IN TH
    - 4.8 ASKI
    - 4.9 PUT
    - 4.10 FOLL
    - 4.11 ANA

TENTS

. . . . iii

RAISAL 1
ING A CAREER CATALOG 3
ZING YOUR SKILLS 13
MINING YOUR WORK PREFERENCES 21
ZING WORK-RELATED VALUES 25

ONS 27
FYING GOALS 29
SING PERSONAL NEEDS 33

THE JOB 39
NG STARTED 41
NG WITH STRESS 49
ZING WANT ADS AND JOB ANNOUNCEMENTS 51
LETING APPLICATION FORMS 57
RCHING THE COMPANY 77
G EMPLOYMENT TESTS 83
ING AN EFFECTIVE RESUME 87
NG WITH SPECIFIC STRENGTHS AND LIMITATIONS
G FROM MILITARY EXPERIENCE 105
LATING MILITARY WORK/TRAINING INTO CIVILIAN
. . . . 109
NG COVER LETTERS 111

W 117
RSTANDING THE INTERVIEW PROCESS 119
RING FOR THE INTERVIEW 127
MING 129
PENING LISTENING SKILLS 133
PRETING/USING NONVERBAL CUES 137
ERING QUESTIONS 141
ONDING TO UNSPOKEN QUESTIONS: CRITICAL FACTORS
E INTERVIEW PROCESS 151
G QUESTIONS DURING THE INTERVIEW 159
NG IT ALL TOGETHER FOR THE INTERVIEW 163
OWING UP AFTER THE INTERVIEW 167
YZING WHY YOU DID NOT GET THE JOB 173

Table of Contents *(continued)*

5. NOW THAT YOU HAVE A JOB OFFER 175
    5.1 EVALUATING JOB OFFERS 177
    5.2 NEGOTIATING JOB OFFERS 183
    5.3 COMMUNICATING YOUR DECISION TO THE EMPLOYER 187

6. SUPPORT AND ASSISTANCE 193
    6.1 JOB SEARCH ASSISTANCE 195
    6.2 VETERANS BENEFITS 201

Appendix A: State Employment Service Agencies 209

Appendix B: Veterans Service Organizations 211

Appendix C: Department of Veterans Affairs Regional Offices and Medical Centers 213

Appendix D: Department of Veterans Affairs Vet Centers 221

Appendix E: Department of Veterans Affairs Alcohol and Drug Dependence Treatment Facilities 225

Appendix F: Office of Personnel Management Federal Job Information/Testing Offices 227

Appendix G: Recommended Reading 229

INTRODUCTION

This book, and the Transition Assistance Program (TAP) workshop, are designed to help you make good decisions as you move from your military service to civilian life. The program was developed to help you transfer your military experience into a civilian job or career.

The book is organized into six chapters. The first five chapters will help you with all aspects of your job search. The sixth chapter provides important information about your benefits as a veteran and other resources available to you. The six chapters are:

1. **PERSONAL APPRAISAL**—You analyze your skills and experience (work and education), your likes and dislikes about work, and your work values and assess how these should affect your job search decisions.
2. **CAREER DECISIONS**—You identify your needs and goals and compare them with information about jobs in various industries and locations.
3. **APPLYING FOR THE JOB**—The skills necessary for conducting a successful job search are explained. You write your resume and a sample cover letter and begin taking steps to develop your network of contacts.
4. **THE INTERVIEW**—The interview process is explained along with the skills you need to survive and shine in a job interview.
5. **JOB OFFERS**—You learn ways to evaluate and respond to job offers.
6. **SUPPORT AND ASSISTANCE**—Your veterans' benefits are described, and sources of help are listed with suggestions on how to use them.

Each chapter is divided into sections that cover topics you should consider when you look for a job. Each section is presented in three parts:

Situation Analysis—The topic is discussed in terms of what it is about and why is it important.

Get The Job Done—Instructions about how to complete the tasks related to the topic are listed. Sometimes you are asked to create a product.

Practice—Suggestions are given to help you develop the skills that are related to the topic.

Although you may want to work through the materials on your own, they are designed to be used as part of the Transition Assistance Program. The benefit of TAP is increased as you interact with others who are making the same transition that you face. You will find the exercises in the book are easier to do if you talk them over with other people in the workshop, as well as with your spouse, family, friends or colleagues.

The book is set up for you to complete the exercises in the first two chapters as a way of gathering your background information, then to use the rest of the exercises to develop the skills you need to make a smooth transition into the civilian workforce. However, the order in which you do the exercises is not as important as doing them! You may want to get started in Chapter 3 and then go back to complete your personal assessment in Chapters 1 and 2. So, thumb through the book, get comfortable with it and get started!

Good luck!

1. PERSONAL APPRAISAL

1.1 CREATING A CAREER CATALOG

Situation Analysis

In order to show your worth to an employer, you must provide facts about yourself. This process requires that you gather information about yourself—your experience, training, accomplishments, personal information, military record and so forth.

One way to assemble and organize this data is through a ***Career Catalog***. It is an up-to-date summary of your qualifications to work. You may want to collect your work in a loose-leaf notebook with pockets so that you can add to the materials over time.

Among the types of records you should collect for this career catalog are the following:

Military Service	***Personal Identification***	***Work Experience***	***Education and Training***
• Separation Papers—DD214 (certified copy) • Training Record • Honors and Awards • Service Record • Medical Record • Benefits Information	• Birth Certificate (copy) • Proof of Citizenship • Social Security Card	• Work History (jobs, employer, duties, accomplishments) • Work Samples • Honors/Citations • References • Community Activities • Salary History	• Transcripts • Diplomas/ Certificates • Honors • Activities List

Get The Job Done

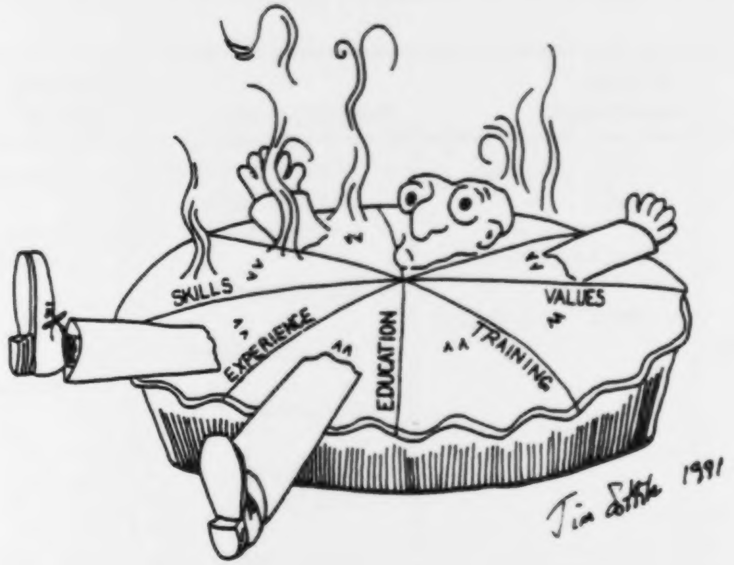
The *Personal Information Worksheet* that starts on page 5 helps you develop a history of your education and training, work experience, military service, hobbies and interests, organizational memberships, and community activities. Using the worksheet helps you organize the information to use later when you:

- write your resume;
- fill-out employment application forms; and
- answer questions in a job interview.

Practice

Fill out the pages that follow, answering all the questions that apply to you. Include *all* the information. Don't forget details such as telephone numbers and addresses. It is not important to sort out the information at this time—just write it down. Later, when you write your resume or fill out a job application, you can decide which information you want to use.

The form is long to give you space to enter all the information regardless of the length of your career. Use additional pages when necessary.


SKILLS
EXPERIENCE
EDUCATION
TRAINING
VALUES
Jim Sottile 1991

PERSONAL INFORMATION

Full Name: ____________________
(First) (Middle) (Last)

Present Address:
____
____

Telephone:
Home: ____________________
Office: ____________________

Social Security Number: ____________________
Citizenship: ____________________
Birthdate: ____________________
Health: ____________________
Security Clearance: ____________________

Career Goals:
Short-term occupational goal: ____________________
Long-term career goal: ____________________

MILITARY SERVICE

1. Job Assignment: ____________________
Command: ____________________
Rank: ____________________
Dates: from ____________________ to ____________________
Salary: starting ____________________ last ____________________
Description of duties/tasks performed: ____________________
____
____
____

Honors/awards: ____________________
____

Special courses taken (seminars, workshops, training programs):
____
____
____

2. Job Assignment: ____________________

Command: ____________________

Rank: ____________________

Dates: from __________ to __________

Salary: starting __________ last __________

Description of duties/tasks performed: ____________________

Honors/awards: ____________________

Special courses taken (seminars, workshops, training programs):

3. Job Assignment: ____________________

Command: ____________________

Rank: ____________________

Dates: from __________ to __________

Salary: starting __________ last __________

Description of duties/tasks performed: ____________________

Honors/awards: ____________________

Special courses taken (seminars, workshops, training programs):

NOTE: Make a separate entry for each assignment.

WORK EXPERIENCE

Start with your most recent job and work back.

1. Job title: ______________________________

Company name and address: ______________________________

____

____

Supervisor's name: ______________________________

Dates: from ______________ to ______________

Salary: starting ______________ last ______________

Describe what you did on this job:

____

____

____

Accomplishments/awards/honors: ______________________________

What did you like about this job? ______________________________

What did you dislike about this job? ______________________________

2. Job title: ______________________________

Company name and address: ______________________________

____

____

Supervisor's name: ______________________________

Dates: from ______________ to ______________

Salary: starting ______________ last ______________

Describe what you did on this job:

____

____

____

Accomplishments/awards/honors: ______________________________

What did you like about this job? ______________________________

What did you dislike about this job? ______________________________

NOTE: Use additional entries for each job.

EDUCATION AND TRAINING INFORMATION

High School

Name and address of high school: ______

Year graduated or number of years completed: ______

In what subjects did you do best? ______

What subjects did you like most? ______

What subjects did you like least? ______

Honors/awards/accomplishments: ______

Clubs/organizations (list offices held, duties and accomplishments): ______

Colleges

Name and address of colleges or universities:

Year graduated or number of years completed: ______

Degrees/certificates earned: ______

Degree major: ______

Degree minor: ______

In what subjects did you do best? ______

What subjects did you like most? ______

What subjects did you like least? ______

Honors/awards/accomplishments: ______

Clubs/organizations/activities (list offices held, duties and accomplishments): ______

Graduate, Professional, or Advanced Technical Training (nonmilitary)

Name and address of educational or technical institution:

Year graduated or number of years completed:

Degrees/certificates earned:

Degree major:

Degree minor:

In what subjects did you do best?

What subjects did you like most?

What subjects did you like least?

Honors/awards/accomplishments:

Clubs/organizations/activities (list offices held, duties and accomplishments):

Special Training (military training, continuing education courses, special training programs, license or certificate training)

1. Name and address or location of training:

Course(s) taken:

Description of course:

Date taken:

Hours completed:

Certificate or license earned:

Honors/awards:

2. Name and address or location of training: ______________________________

____

Course(s) taken: ______________________________

Description of course: ______________________________

____

____

____

Date taken: ______________________________

Hours completed: ______________________________

Certificate or license earned: ______________________________

Honors/awards: ______________________________

____

3. Name and address or location of training: ______________________________

____

Course(s) taken: ______________________________

Description of course: ______________________________

____

____

____

Date taken: ______________________________

Hours completed: ______________________________

Certificate or license earned: ______________________________

Honors/awards: ______________________________

____

NOTE: Make a separate entry box for *each* course you completed.

SPECIAL SKILLS

Foreign Languages

Fluent: ____________________

Knowledgeable: ____________________

Computer Hardware

Expert: ____________________

Knowledgeable: ____________________

Computer Software

Fluent: ____________________

Knowledgeable: ____________________

Machines/Equipment

Operate: ____________________

Repair: ____________________

Clerical Skills: ____________________

Other: ____________________

____

OTHER INFORMATION

Hobbies/Interests: ____________________

____

____

Memberships in Organizations: ____________________

____

____

Offices held/duties/accomplishments: ____________________

____

____

Volunteer/Community Activities (duties and accomplishments): ____________________

____

____

1.2 ANALYZING YOUR SKILLS

Situation Analysis

People are hired based on their qualifications—a mix of experience, skills, education, training, knowledge, attitudes, and abilities—and how well their qualifications match what is needed on the job.

In the exercise you just completed, you listed your *experience*. It is also important for you to look at all the *skills* you have learned through education, military service, previous jobs, hobbies/interests, and participation in professional organizations and community activities. Basically, your skills are what you use to do your job, to complete tasks and solve problems. Assessing your skills will help you determine:

- your *strongest* skills;
- the skills you *most enjoy* using; and
- the jobs you might *enjoy* doing and which ones you would *do well.*

Making a list of your skills will:

- point out skills you may need to learn for a given job;
- save you time when you write your resume; and
- help you develop answers to interview questions.

The exercises that follow will help you to identify "transferable" skills. Those are skills that you have already learned and can use in new work settings.

Get the Job Done

Following is an exercise to help you analyze your own skills. The idea for this exercise was created by Richard Bolles in his book, *What Color is Your Parachute?* and was called the Quick Job Hunting Map. It has been adapted for this exercise. It will help you list your skills and decide what kinds of things you like to do. It will also give you examples to use later in your resume, applications, cover letters, and interviews.

LIST SEVERAL SATISFYING ACCOMPLISHMENTS OR ACTIVITIES HERE → CHECK THOSE SKILLS THAT LEAD TO YOUR ACCOMPLISHMENTS HERE **Skills**					
BUILDING: assembling; operating tools, equipment and machinery; repairing.					
REASONING: problem-solving; trouble-shooting; researching; analyzing; organizing; evaluating.					
VERBALIZING: writing; speaking; debating; communicating; editing; instructing.					
PERSUADING: influencing; selling; negotiating.					
LEADING: initiating; organizing; directing others; coordinating.					
CALCULATING: keeping records; finding values; finding unknowns; measuring; counting.					
PARTICIPATING: helping; contributing your part; assisting; taking responsibility					

Practice

Now it is time to consider your skills in more detail. Following are work sheets to record the skills you have learned through your experience. Fill in the data on each sheet. (You may want to refer to the *Personal Information Worksheet* you completed in Section 1.1.) Then, to complete the last page, list the skills that you use most frequently, enjoy the most and would like to use in your next job.

To help you get started, refer to the skills exercises you already completed and use the "List of Skills Found in a Cross-Section of Careers" on the next page.

List of Skills Found in a Cross Section of Careers

administering programs
advising people
analyzing data
appraising services
arranging social functions
assembling apparatus
auditing financial records
budgeting expenses
calculating numerical data
checking for accuracy
classifying records
coaching individuals
collecting money
compiling statistics
confronting other people
constructing buildings
coordinating events
corresponding with others
counseling people
creating new ideas
deciding uses of money
delegating authority
designing data systems
dispensing information
displaying artistic ideas
distributing products
dramatizing ideas or problems
editing publications
enduring long hours
entertaining people
estimating physical space
evaluating programs
exhibiting plans
expressing feelings
finding information
handling complaints
handling detail work
imagining new solutions
initiating with strangers
inspecting physical objects
interpreting languages
interviewing people
inventing new ideas
investigating problems
listening to others
locating missing information
managing an organization
measuring boundaries
mediating between people
meeting the public
monitoring progress of others
motivating others
negotiating contracts
operating equipment
organizing people and tasks
persuading others
planning agendas
planning organizational needs
politicking with others
predicting futures
preparing materials
printing by hand
processing human interactions
programming computers
promoting events
protecting property
questioning others
raising funds
reading volumes of material
recording scientific data
recruiting people for hire
rehabilitating people
remembering information
repairing mechanical devices
repeating same procedure
researching in library
reviewing programs
running meetings
selling products
serving individuals
setting up demonstrations
sketching charts or diagrams
speaking in public
supervising others
teaching classes
tolerating interruptions
updating files
visualizing new formats
working with precision
writing clear reports
writing for publication

SKILLS ASSESSMENT

I. Military Service

List the skills used in each job you have held in the military.

1. Job Title: ______________________ Rank: ______________
Skills: ____
____
____
____
____
Accomplishments/Outcomes: ______________________________
____
____
____

2. Job Title: ______________________ Rank: ______________
Skills: ____
____
____
____
____
Accomplishments/Outcomes: ______________________________
____
____
____

3. Job Title: ______________________ Rank: ______________
Skills: ____
____
____
____
____
Accomplishments/Outcomes: ______________________________
____
____
____

NOTE: Use extra pages to list the skills for each job you held.

II. **Work Experience** (if different from military service)

List the skills used in each of the jobs you have held outside the military.

1. Job Title: __________
Skills: __________
Accomplishments/Outcomes: __________

2. Job Title: __________
Skills: __________
Accomplishments/Outcomes: __________

3. Job Title: __________
Skills: __________
Accomplishments/Outcomes: __________

NOTE: Use extra pages to list the skills for each job you held.

III. Education/Training

List the skills learned from your education and training.

1. Course: ____________________

Skills/Knowledge: ____________________

____

____

2. Course: ____________________

Skills/Knowledge: ____________________

____

____

3. Course: ____________________

Skills/Knowledge: ____________________

____

____

NOTE: Use extra pages if needed.

IV. Hobbies/Interests

List the skills used in each of your hobbies.

1. Hobby/Interest: ____________________

Skills: ____________________

____

____

2. Hobby/Interest: ____________________

Skills: ____________________

____

____

3. Hobby/Interest: ____________________

Skills: ____________________

____

____

NOTE: Use extra pages if needed.

V. **Organizational Memberships**

List the skills learned through memberships in professional organizations.

1. Organization: ____________________
Duties: ____________________
____
____
Skills: ____________________
____
____

2. Organization: ____________________
Duties: ____________________
____
____
Skills: ____________________
____
____

NOTE: Use extra pages if needed.

VI. **Volunteer/Community Activities**

List the skills learned in volunteer/community activities.

1. Volunteer/Community Activity: ____________________
Duties: ____________________
____
Skills: ____________________
____
____

2. Volunteer/Community Activity: ____________________
Duties: ____________________
____
Skills: ____________________
____
____

NOTE: Use extra pages if needed.

Skills Assessment

Look at all the Skills Assessments you have just completed. List the ten *most frequently mentioned* skills from your lists:

1. ______________________________
2. ______________________________
3. ______________________________
4. ______________________________
5. ______________________________
6. ______________________________
7. ______________________________
8. ______________________________
9. ______________________________
10. ______________________________

List the ten skills *you enjoy the most* from most favorite to least favorite:

1. ______________________________
2. ______________________________
3. ______________________________
4. ______________________________
5. ______________________________
6. ______________________________
7. ______________________________
8. ______________________________
9. ______________________________
10. ______________________________

List the ten skills you would like to use on your next job:

1. ______________________________
2. ______________________________
3. ______________________________
4. ______________________________
5. ______________________________
6. ______________________________
7. ______________________________
8. ______________________________
9. ______________________________
10. ______________________________

1.3 DETERMINING YOUR WORK PREFERENCES

Situation Analysis

In addition to your skills and experience, your *personal preferences* about what you want to do are critical in your job search. If you think about what kind of work you prefer before beginning your job search, you will have a better idea of which jobs to go after. You will also be better prepared for interviews, for filling out applications, and for developing your resume.

Your work preferences include:

- where you want to work,
- how much you like working with others, and
- how you respond to different work situations.

Get the Job Done

The following questions will help you identify your work preferences. Read each question, circle your choice, and then follow the directions at the end.

1. Do you prefer to work with
    a. data (information, ideas, words or numbers)
    b. people
    c. things (machines and equipment)

2. Do you prefer working
    a. inside
    b. outside
    c. some inside and some outside

3. Do you want to work in
    a. a small company (less than 100 employees)
    b. a medium size company (100 to 500 employees)
    c. a large company (500 or more employees)
    d. own your own company

4. Do you want to work in
    - a. a large city
    - b. a medium sized city
    - c. a small town
    - d. rural area

5. Do you want to live in the
    - a. west
    - b. east
    - c. south
    - d. north
    - e. out of the United States

6. Do you want a job that involves
    - a. a lot of travel
    - b. some travel
    - c. no travel

7. Would you prefer a job that requires
    - a. a lot of contact with people
    - b. very little contact with people

8. Do you prefer to work
    - a. in a group
    - b. alone

9. Do you work best
    - a. under pressure
    - b. with no time pressures

10. Which situation appeals more to you
    - a. the structured and scheduled
    - b. the unstructured and unscheduled

11. Do you prefer to have
    - a. work duties that change a lot or in which there is a great deal of variety
    - b. work duties that are fairly routine

12. To what degree are you a risk taker
    - a. a great deal
    - b. little

13. Do you prefer to
    a. work regular hours (8:30 a.m. to 5:00 p.m.)
    b. set my own schedule

14. Would you prefer working
    a. only 8 hours per day
    b. whatever it takes to get the job done

15. Are you willing to work overtime
    a. yes
    b. no

16. Do you want to work
    a. full-time
    b. part-time

17. How do you feel about being a supervisor
    a. enjoy supervising others
    b. do not want to supervise others

18. If a job or promotion required relocating, would you
    a. not be able to relocate
    b. be willing to relocate

19. If a job required more training or education, would you
    a. be willing to return to school
    b. not want to return to school

20. Do you prefer
    a. creating your own pressure to perform
    b. having expectations set by others

Practice

Review the questions and write a summary of your answers on the top half of page 24. (You will complete the page after you do the next exercise.) Keep this list handy as you consider available jobs. When you get a job offer, you will want to refer back to this list to help you decide if the job is right for you.

Work Preference Summary

Work/Job Values Summary

1.4 ANALYZING WORK-RELATED VALUES

Situation Analysis

Issues that relate to your work life and influence how you feel about your job are your work values. You need to know your values as you begin to look for a job. To be satisfied with your work, you should choose a job that matches your work values.

Get the Job Done

Following is a list of work values for you to consider as you begin your job search. Rate each item on a scale of 1 to 4, unimportant to very important. Then review your list to see which items you feel most strongly about. Pay close attention to the list as you set your goals and evaluate job offers.

HOW IMPORTANT ARE THESE WORK VALUES TO YOU?

	Unimportant 1	Somewhat Important 2	Moderately Important 3	Very Important 4
Salary				
Status and Prestige				
Travel Opportunities				
Leisure Time				
Power and Influence				
Competition				
Being Around Interesting People				
Blending of Family and Career				
Variety and Change in Work				
Involvement in Decision-Making				
Security				
Public Contact				
Recognition				
Flexible Work Schedule				
Regular 40-Hour Work Week				
Mental Challenge				
Independence				
Benefits				
Quality of Product				
Freedom from Pressure/Stress				
Clear Expectations				
Clear Rules				

Practice

Review the exercise you just completed. Then go back to page 24 and list the values you rated 4 or 3 on the bottom half of the page under *Work/Job Values Summary*. These lists will be important data when you are considering job opportunities.

2. CAREER DECISIONS

2.1 IDENTIFYING GOALS

Situation Analysis

People make decisions about work for all kinds of reasons. Sometimes the reasons are *reactions* to something that has happened and sometimes the reasons are the *cause of action.* Making decisions in advance is *goal setting*. Setting goals lets you take control of your life. Setting goals does not mean that you cannot change your mind later. It means that you have direction, and can make informed decisions about what you want to do.

Your goals about work—jobs, careers, earnings, security, location—are among the most critical goals you have. Below is an exercise to help you set realistic goals based on your skills, values and preferences.

Get the Job Done

In all planning—long-range, middle-range, and short-range—you must set priorities. Use the following exercise to help you begin to set a direction for your future.

SETTING GOALS

LONG-TERM GOALS:

Spend *five minutes* listing life-time goals for these different areas:

A. Personal

____
____
____

B. Family

____
____
____

C. Social

____
____
____

D. Career (job and level)

E. Financial (salary per year and retirement)

F. Community (location)

G. Spiritual and Philosophical

THREE-YEAR GOALS:

How do you want to spend the next three years? In *one minute*, list as many things as possible. Don't be practical. List whatever comes to your mind.

SHORT-TERM GOALS:

If you knew you would be struck dead by lightning six months from today, how would you live until then? Spend *two minutes* listing things you would do.

Practice

Now, look at each set of goals. Within each set, rank the goals from most important to least important, starting with 1 as the most important. Next, write the three most important from each category in the space provided below. Then look over the lists to see which goals appear two or three times. These are things you should think about when looking for a job. For many people, goals related to salary, retirement, and family security show up more than once.

GOALS SUMMARY

My three most important long-term goals are:

1. ______________________________
2. ______________________________
3. ______________________________

My three most important three-year goals are:

1. ______________________________
2. ______________________________
3. ______________________________

My three most important short-term goals are:

1. ______________________________
2. ______________________________
3. ______________________________

2.2 ASSESSING PERSONAL NEEDS

Situation Analysis

One of the issues you must consider in looking at possible jobs and careers is money. Looking back at the values you identified in Section 1.4, you may find salary at the top of the list, at the bottom, or anywhere in between. Regardless of how you value money, there is a bottom line—you need a certain amount of money to support yourself (and possibly your family) and to reach your goals.

Get the Job Done

The pay and benefits structure in the military is unlike that in any other walk of life. Working in the civilian labor force, you will receive your base pay (less a percentage withheld for federal and state taxes and social security) plus benefits worth between 0-30 percent of your base pay. It is important to consider the benefits offered by an employer, as well as the pay. Benefits, such as health insurance, can help you make ends meet.

Read the data (shown in the chart on page 37) from the U.S. Bureau of Labor Statistics about the types of benefits companies provide. Save the data to use when comparing companies.

Practice

Before looking for a job, you should determine the amount of money you will need to earn in order to meet your expenses and your goals. Use the following exercise to help you figure out what your needs are. If you are married, work on this exercise with your spouse.

ASSESSING PERSONAL NEEDS

A. List the type of job you hope to find and the money and benefits you hope to earn per year. (Yearly salary is equal to hourly wage × 2080.)

Job: ______________________________
Salary: ______________________________
Benefits: ______________________________
____

B. FIXED EXPENSES

Now consider personal and family expenses that are **fixed**. Fill-in the amount you will need in each category, each **month**. Total the figures.

__________ Mortgage/Rent (Look at a local newspaper for housing costs. For many people, this is 30% of annual gross income.)
__________ Car payment and insurance
__________ Medical/dental insurance (Probably about 5% of your annual income.)
__________ Food (groceries, extras and restaurant meals)
__________ Utilities (telephone, gas, electricity, water, cable TV)
__________ Installment loan payments (other than car)
__________ House/life insurance (figure at least $30/month)
__________ Property taxes
__________ Other
__________ **TOTAL FIXED EXPENSES**

C. VARIABLE EXPENSES

Consider your **variable** expenses. Fill-in the amount you think you will need in each category, each **month**. Total the figures.

__________ Car repair, gas, oil
__________ Public transportation
__________ Child care (if applicable)
__________ Job search expenses
__________ Medical (doctor, dentist, prescriptions)

__________ Charge account balances

__________ Clothing

__________ Entertainment (consider what you do per week × 4)

__________ Personal expenses (cigarettes, cosmetics, haircuts, laundry)

__________ Church and charity giving

__________ Household expenses (home maintenance or repairs)

__________ Savings

__________ Retirement and investments

__________ Tools and equipment

__________ Newspaper/magazine subscriptions, books

__________ Gifts

__________ Vacation and holiday funds

__________ Other

__________ **TOTAL VARIABLE EXPENSES**

D. TOTAL FIXED AND VARIABLE EXPENSES

Add the two totals together.

__________ B. FIXED EXPENSES

__________ C. VARIABLE EXPENSES

__________ **D. TOTAL MONTHLY EXPENSES**

E. CURRENT INCOME AND BENEFITS

Consider your current situation. Fill in your monthly pay and allowances.

__________ Base Rate

__________ Housing Allowance

__________ Dependents Allowance

__________ Clothing Allowance

__________ Special Duty Allowance

__________ Spouse's Income

____________ Outside/Other Income

____________ Medical/Dental Benefit Value

____________ Px/Commissary Benefit Value

____________ Other Special Benefits

____________ **TOTAL CURRENT INCOME AND BENEFITS**

Compare your *current* pay to what you *want* to earn and what you *need* to earn.

____________ E. TOTAL CURRENT PAY

____________ A. WHAT YOU HOPE TO EARN PER MONTH

____________ D. TOTAL MONTHLY EXPENSES

BENEFIT	HOW COMMON IS IT*
Paid Vacations	
10 to 14 days after a year of employment	63%
15 days or more after a year of employment	4%
15 days or more after five years of employment	48%
Health Insurance	
Fully paid by employer	61%
Dependent coverage fully paid by employer	42%
Coverage includes:	
Vision care	35%
Dental care	76%
Second surgical opinion	50%
Alcoholism treatment	68%
Drug abuse treatment	61%
Paid Sick Leave	
Provided	67%
Carry-over of unused days permitted	41%
Paid Life Insurance	
At least two times annual salary (for coverage based on earnings)	40%
At least $15,000 (for coverage based on flat dollar amount)	18%
Savings and Profit Sharing	
401 K salary reduction plans	26%
Savings/thrift plans	27%
Cash profit sharing	1%
Deferred profit sharing	14%
Cash and deferred profit sharing	3%
Pension Plan (Defined Benefit)	
Provided	80%
Average % of final years pay replaced by company pension	14%
Average % of final years pay replaced by company pension plan plus Social Security	14%
Percent of participants who received one or more post-retirement increases in past five years	41%
Other Benefits	
Full or partial relocation allowance	43%
Full or partial reimbursement for education expenses	76%
Financial or legal counseling	14%
Child care	1%
Percent of companies with long-term incentive plans (stock options or other type of performance award)	70%
Percent of companies that provide cars for some executives (other than sales or marketing personnel)	70%

* Percent of employees eligible at time of survey to receive benefit at medium or large firms, unless otherwise noted.

3. APPLYING FOR THE JOB

3.1 GETTING STARTED

Situation Analysis

Finding a job is hard work. It is a job in itself. You should treat it just like a job, and use everything available to get the job done. When looking for work, help can come from many different sources. For example, a study published in the *Occupational Outlook Quarterly* illustrates some of the sources that have proven useful.

USE AND EFFECTIVENESS OF JOB SEARCH METHODS: Method:	% of total jobseekers using this method	Effectiveness rate*
Applied directly	66.0%	47.7%
Asked friends:		
— about jobs where they work	50.8%	22.1%
— about jobs elsewhere	41.8%	11.9%
Asked relatives:		
— about jobs where they work	28.4%	19.3%
— about jobs elsewhere	27.3%	7.4%
Answered newspaper ads:		
— local	45.9%	23.9%
— non-local	11.7%	10.0%
Private employment agency	21.0%	24.2%
Federal/State Employment Services	33.5%	13.7%
School placement office	12.5%	21.4%
Civil Service test	15.3%	12.5%
Asked teacher or professor	10.4%	12.1%
Went to place where employers come to pick up people	1.4%	8.2%
Placed newspaper ads:		
— local	1.6%	12.9%
— non-local	.5%	**
Answered ads in professional or trade journals	4.9%	7.3%
Union hiring hall	6.0%	22.2%
Contacted local organization	5.6%	12.7%
Placed ads in professional or trade journals	.6%	**
Other	11.8%	39.7%

* Effectiveness Rate Percentage was obtained by dividing the number of jobseekers who found work using the method, by the total number of jobseekers who used the method, whether successful or not.

** Base less than 75,000 jobseekers.

Source: Occupational Outlook Quarterly.

The message is clear—use all the methods you can use to increase your chance of success. You may have heard about the ***Hidden Job Market***. It simply refers to the fact that most jobs are not advertised. You need to become skilled at finding the Hidden Job Market in order to have access to as many jobs as possible. There are three skills you will need to develop in order to make the most of your job search efforts:

1) Networking

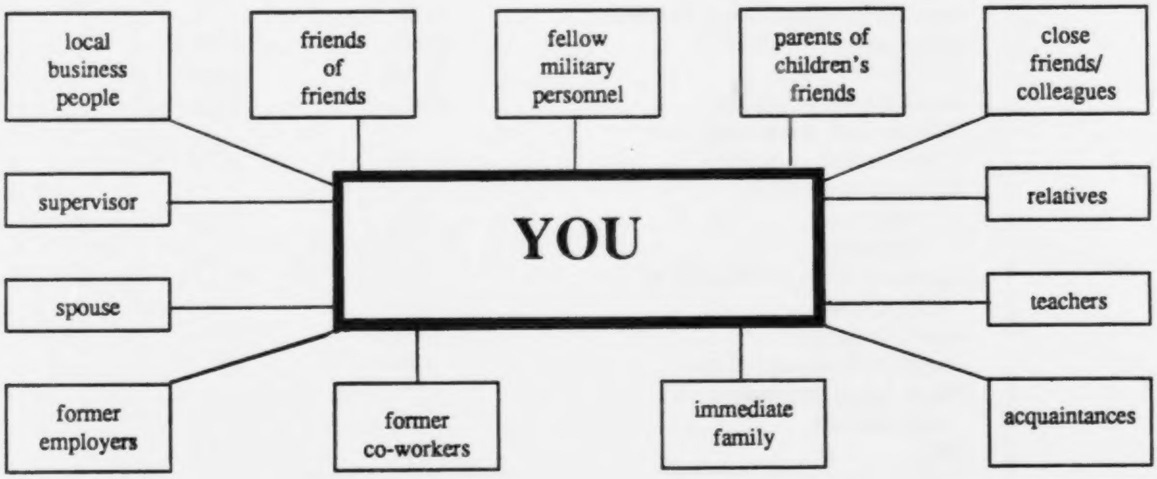
2) Using the phone

3) Scheduling your time

Get the Job Done

1. Networking

Notice how many people in the study found jobs through friends and relatives. Getting these people involved in your search is called "networking." It means using personal contacts to get information about job leads and contacts. Regardless of the type of job you are looking for, building a network will help you tap into the Hidden Job Market. *You never know where the best job lead will come from.* The following figure helps you to consider those people you should involve in your effort to find work.


local business people
friends of friends
fellow military personnel
parents of children's friends
close friends/ colleagues
supervisor
YOU
relatives
spouse
teachers
former employers
former co-workers
immediate family
acquaintances

The purpose of building a network is not to ask each person you contact for a job. The purpose is to get as much information as you can about the local job market and to get possible job leads.

Start building your network by making a list of all the people you know. Do not limit the list to people who know about the work you do. Use the chart above to help you think of as many people as possible. The people on this list are your *primary contacts*. They do not have to be people who know about possible job openings—because they just might be people who know other people who know about possible job openings!

Before you begin contacting the people on your list, decide what type of information you want from the contact. You may be looking for:

- information about a particular company, industry or line of work;
- a referral to someone who might be able to help you; or
- advice on conducting your job search.

In many cases, you will want to ask to set up a brief meeting with the person. This type of meeting is often called an informational interview. It is ***not*** a job interview . . . but it may bring you a job lead. If nothing else, it will give you practice in interviewing.

If you feel awkward or embarrassed contacting people (sometimes strangers) to ask for something, remember:

- most people like helping other people;
- many people have been in your shoes and remember how hard it was; and
- some people will have a job opening, or know of one, and feel that fate brought you to them!

Begin your networking by calling the people on your list who you can talk to most easily. Practice your calls with the easy ones and work up to making the calls that are more stressful. You may have to force yourself to make the first few calls, but it does get easier with each call!

2. Using the Phone

The telephone may be your most important job search tool. Using it effectively can bring you more information and job leads than any other method of contacting people.

There are two types of job search calls, the *networking call* and the *cold call*. In both types of calls, preparation and practice will make you a lot more successful. Practice making calls with a friend who will play the part of the contact person. Tape record the call and think of ways to improve your performance when you listen to the tape.

Networking Calls

Use the following suggestions when calling contacts and referrals to set up informational interviews:

- Write an outline of what you are going to say on the phone. This will help you to be less nervous and to be sure that you get all the information you need. Additionally, you will come across as organized and professional.
- If you are having problems getting "past the secretary," call before 9 AM or after 6 PM when the person you are trying to reach may be answering his or her own phone. Or, tell the secretary it is a personal call.
- You might also tell the secretary why you are calling, and try to enlist her/his help in getting an appointment.
- If you are calling as a result of a referral, use the name of the person who referred you to begin the conversation (i.e., "Hello, Ms. Jones, Jack Sprat suggested I call . . .").
- Mention that you need only about 20 minutes of the person's time for the informational interview.
- Express the need for a personal interview as opposed to a phone conversation.

When you go to your informational interview, arrive early and dress appropriately (refer to Section 4.4, Grooming). Write out the questions you will ask in advance. Remember, you are considering careers, ***not*** asking for a job. Ask about:

- jobs in the field,
- specific skill needs,
- opportunities for advancement,
- the specific company, and
- referrals about where to start looking for a job.

But *do not* ask for a job at an informational interview.

Leave when your allotted time is up and send the person a thank you letter.

Cold Calls

Another method of using the telephone to tap the hidden job market is by making "cold calls." Use the Yellow Pages to identify companies where you might like to work. Take time to think about what skills you have that would be useful to the employer. Make a list of places to call, including the company name, address and phone number and any facts about the company you might get from the ad. When you make cold calls to the companies on your list, keep the following tips in mind.

- Ask the receptionist for the name of the person who is your most likely contact; that may be the head of a department or a shop manager or foreman, etc. Write down the person's name! Then ask to speak to that person.

- Smile when you talk on the phone! Use a friendly and conversational tone of voice. Your mood and physical condition show in your voice. When you feel bad or tired, don't use the telephone for job development.

- Try to speak at the same rate as the person you are talking to. This will help you avoid letting your nervousness show by talking too fast or too slow.

- Find out the position of the person you're talking to. Giving your speech to the wrong person can really be a waste of time—to both parties.

- "If you don't know where you're going, you'll probably wind up somewhere else," is an adage that applies to phone calls. There is no substitute for preparation! Know what information you want to gather before you make the call. Being prepared will give you confidence.

- Don't give too much information. If your purpose is to get an interview, tell enough to interest the person in your skills, get an appointment and get off the phone.

- You have about one minute to stimulate interest. Establish the reason for listening before the person freezes you out.

- Keep good records. Make notes about every call you make . . . you never know when you'll have to refer back to a conversation.

- Explain to the employer how your skills can benefit the company and ask for an interview. You will hear NO more often than you hear YES . . . don't give up!

- Be organized. Make a list of 25 people to contact. Keep making calls until you have reached five people on the list (***not*** the receptionist or secretary); then take a short break. Reach five more people before you take another break. When you run out of contacts, make a new list and begin again.

- Don't sound too hungry!
- Persist. Make new contacts every day and follow up on every lead you get!

3. Schedule your time.

Think of looking for a job as a job. It requires planning and follow-through. At the beginning of each week, prepare a schedule with blocks of time for each type of activity (phone calls, reading ads, writing letters, etc.). Then, as the week progresses, make changes, to allow time for interviews. Following is an example of a weekly schedule.

TIME	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
8:00	Read and clip paper	Read and clip paper	Read and clip paper	Read and clip paper	Read and clip paper	Read and clip paper
9:00	Prepare weekly schedule	Make personal visits or interviews	Search for new prospects—visit library to read professional magazines, directories, etc.	Telephone applications or inquiries	Telephone applications or inquiries	
10:00	Telephone applications or inquiries			Letters/ applications	Letters/ applications	
11:00	Letters/ applications			Follow-up activities		
12:00	LUNCH	LUNCH	LUNCH	LUNCH	LUNCH	
1:00	Letters, phone calls or interviews	Letters/ applications	Letters/ applications	Make personal visits to employment agencies or company personnel offices	Follow-up	
2:00		Phone calls	Phone calls		Phone personal contacts	
3:00		Follow-up	Follow-up		Review of week	
4:00	Administrative tasks	Administrative tasks	Administrative tasks	Administrative tasks	Administrative tasks	

The advantage of a schedule is that it allows you to plan and to use your time most effectively. It helps you avoid saying things like: "I really wanted to, but . . ."; "I just couldn't find the time . . ."; or "I wish I had . . ." At the beginning of each week, plan for each type of activity. Then, when an employer gives you a time for an interview, you can re-arrange your schedule to use your time well.

Plan to spend at least 4-6 hours a day looking for a job. *Keep good records.* In fact, you may want to keep two records, one of daily activities and one of your progress. Following are samples of a Daily Activity Log to record your job search efforts and an Employment Applications Summary to record your progress in pursuing specific jobs.

Practice

The method you use to keep track of your job search is not important—but keeping track of it is *very* important! You may want to use the sample charts that follow, or you may want to develop your own system on index cards or in a notebook. However you decide to do it, make sure you do it well!

DAILY ACTIVITY LOG

			Number of:				Number of Interviews	
Date	Start Time	Finish Time	Prospects Located	Letters Written	Phone Calls	Personal Visits	Prepared	Attended

EMPLOYMENT APPLICATIONS SUMMARY

Date	Company Name	Application Date	Response Received Date	Remarks	Interview Date	Results	Followup Letter Sent Date	Remarks

3.2 DEALING WITH STRESS

Situation Analysis

A job search is usually a very stress-producing experience. This is because *change* and uncertainty always produce stress in humans. Although military life is full of assignment changes and moves, there is a certain stability in knowing that you are employed and have a "home base." However, leaving the military and looking for a civilian job will probably bring about the most change and uncertainty that you have had to deal with in quite awhile. You will need a lot of emotional support to maintain a positive attitude and to remain optimistic during your search for the right job.

Get the Job Done

It is important that you discuss your job search, and the uncertainty and fear associated with it, with your family and close friends. You may have less time to spend with friends and family as job search activities take up more of your free time. You may also find that you are not in the best of moods all the time as you pursue job leads and try to get interviews. Remember, no one can give you the support you need if they don't know what you are going through. Be open and honest and ask for support from those people who are closest to you and, therefore, most affected by the change in your life.

If the stress and frustration of the job search become unmanageable, you may begin to feel depressed. Depression is generally an overwhelming feeling of sadness or disappointment that causes apathy and withdrawal. Some of the common signs of depression are:

- feelings of worthlessness and/or hopelessness;
- difficulty in thinking and concentration;
- a significant increase or decrease in appetite;
- constant fatigue or sleeplessness;
- lack of interest in sex and/or in life in general; and
- dwelling on morbid thoughts or suicide.

There are three important DO's and one *major* DON'T for you to keep in mind to help you deal with stress and avoid depression:

- DO get enough exercise! Without exception, studies have shown that physical exercise has a positive effect on mental health. Choose a physical fitness program that consists of activities that you *enjoy*. Set aside a specific time, at least four times per week, to devote to your exercise program. And remember, walking, jogging and bicycling are all great exercise, and they are FREE!

- DO pay attention to your diet! A nutritionally balanced diet greatly increases your resistance to stress. Make sure your daily food intake is high in protein and fiber and low in fat and "junk food."
- DO talk! Keeping your feelings bottled up inside will only increase your stress and push people away from you. If you find that you cannot open up to your friends and family, you may want to consider joining a support group or talking to a counselor or therapist. Check in the local government section of your phone book under "Mental Health" for a place to get information about the resources available to you. Churches frequently have support groups that are free of charge.
- DON'T use drugs and alcohol to relieve stress! You need to have a clear head to conduct a successful job search. The stress of a job search is nothing compared to the stress and problems brought on by substance abuse.

Practice

Now is a good time to begin to think about the changes that lie ahead. If you make a plan for dealing with stress before it becomes a reality, you have a better chance of warding off depression.

3.3 ANALYZING WANT ADS AND JOB ANNOUNCEMENTS

Situation Analysis

Job announcements and want ads are two sources of information about available jobs. They provide entry to about 40 percent of the jobs people get. However, they can provide entry to an even larger percentage of jobs *if* you know how to read the information.

Sources of announcements and want ads include:

- local community papers for the area where you want to live;
- Armed Forces newspapers;
- classified ads in trade journals for the industry in which you want to work;
- national newspapers like the *Wall Street Journal*;
- company bulletin boards and personnel offices;
- State and Federal Offices of Personnel Management; and
- State Employment Services Offices.

Get the Job Done

Announcements and want ads provide four types of information:

- data about the company;
- minimal requirements for the job;
- characteristics of the ideal candidate; and
- general information regarding the position and the job market.

Most people don't know how to read ads, or how to use the information they read. The following ads were taken from a national newspaper to give examples of terms and phrases that are often used in want ads.

1. DATA ENTRY FEE PAID
Ten data entry operators are needed to work on a 3 year assignment. Contract to begin in February. Must type 55 wpm or 11,000 keystrokes, have one year experience, and provide 2 references. $8.25 per hr, full benes. Fee paid. To apply call Technotemps, 737-7373.

2. EXECUTIVE DIRECTOR—local branch of internat'l suicide prevention organization needs an administrator to manage day-to-day operations of ctr., oversee volunteer coordination, community educ. programs, publicity, public relations & fund raising. Training provided. Knowl. of community services req'd. Salary range $16-$20,000. Reply Hometown Post Box No. M3141

3. PUBLIC RELATIONS
EASY MONEY—PART TIME
Tired of a 9-5 job? Tired of limited income? Earn big money. No experience necessary, we will train you. Work part time, set your own hours & earn $200-$500 per wk. Transportation, enthusiasm, desire to earn, ability to meet the public, a sharp appearance & self motivation definitely required. For confidential interview, call Bobbi 900-5555 from 6-9 p.m. Mon.-Thurs.

4. ACCOUNTING CLERK—Accounts payable function, to work w/automated system. Duties include coding, check preparation, price verification and some typing required. Hrs. 8-4 Mon.-Fri. Salary based on experience. Excellent benefits. Call Mr. Hireyou, 202-0202, and send resume and salary history.
SOUTHERN HOSPITAL
GOODHEALTH, FL
EOE M/F

5. MAINTENANCE/HVAC—position avail. at a large apt. community. HVAC experience or certification pref. Good salary & paid benefits w/established management firm. Apply in person, Superior Management Company, 147 Main St., M-F, 7 a.m.-2 p.m.

6. MANAGEMENT CAREERS

Tex-Mex,American Fast Foods' fastest growing and very profitable division is expanding rapidly, providing you with challenging and rewarding Restaurant Management opportunities.

If you have 1-3 years of supervisory experience, the ability to motivate and develop people, and the potential to move into multi-unit management, we can offer you the opportunity for exceptional advancement with a leader in the hospitality industry. We offer you:

- Extremely competitive salary and benefits program
- Restaurant Manager incentives
- Comprehensive classroom and on-the-job training
- High visibility

For immediate consideration, please call Jim Borrell at 703-560-8655 on Monday, September 10 from 8AM-6PM and send resume to: TEX-MEX, Personnel Department, P.O. Box 2365, L.A., CA 99998

An Equal Opportunity Employer M/F

7. ENGINEER

ASW
Sonobuoys
Submarine
Combat Systems

Growing R&D firm seeks EE's to join expansion ASW programs, particularly in their Sonobuoy & Submarine Combat System projects. You will perform detailed technical analyses & new conceptual design of airborne ASW & Submarine Combat Systems. BSEE req., prior hardware design exper. highly pref. U.S. citizenship req. For consideration call 800-3111 or mail/FAX resume to:

EMR
Associates LTD
1700 Research Blvd.
Boston, MA 20850
FAX: (555) 800-3117

The following directions will help you get the most information and benefit from want ads and job announcements.

1. First read the ad for the job position title and the *minimum qualifications or requirements* for the job. These qualifications are the terms as "required," "a must," or "have." They often include items like educational degrees, minimum years of work experience, and special personal traits. For example:

    - In ad #2, "knowledge of community services required" is the *minimum qualifications* for the position.

    - In ad #5, "1-3 years of supervisory experience, the ability to motivate and develop people, and the potential to move into multi-unit management" are the *requirements*.

2. Compare your skills, education and experience to the requirements. If your skills, education and experience do not meet the *required minimums,* you can still apply for the job. Your chances of getting the job are less than the chances of someone who has the minimum qualifications, but you may have "comparable experience" that would interest the company.

    Remember, we are talking about *minimum requirements*, not all the characteristics an employer would like to find—the characteristics are discussed later.

3. Next read the want ad for general information about the position. Look for the following phrases and understand what they mean:

    - "Fee paid" (ad #1): This means the job is listed through an employment agency. You can only pursue this job by signing a contract with the agency. However, the company will pay the agency for filling the job. If it is not "fee paid," the employee pays (this means you!).

    - "Reply Hometown Post Box #M0431" (ad #2): This is called a "blind" ad because you can't do research to be sure you want the job. Sometimes employers or employment agencies run "blind" ads to find good candidates without getting a lot of phone calls.

    - "For confidential interview, call _____________" (ad #3): This means two things. First, they promise *not* to tell your current employer you are looking for a job until you agree that it is O.K. Second, it is probably a sales position. When you call, you will be interviewed on the phone, so be prepared *before* you call.

    - "Salary history" (ad #4): This means they want to know how much you have made in your previous jobs and pay grades. Tell the truth, because they do check; but, remember to include your benefits and allowances as part of your wages. Notice that only one ad asks for "salary history," do not include it unless you are asked to do so.

If you think that your previous salary may be too high, or too low, for the job, you can say that your salary requirements are flexible and that you would be glad to discuss your salary history in an interview.

4. Now read the ad for information about the company. Among the data you should find are the:

    - name;
    - address;
    - phone number;
    - a contact person;
    - location; and
    - type of business.

    Use this information to begin your research on the company. Sources of additional information are discussed later in this book.

5. Next, read the ad for information about the job. This will include:

    - data on benefits and salary;
    - description of responsibilities; and
    - some idea if it is a career or limited opportunity.

    Each of these items should be matched to your skills and career goals. The responsibilities are especially important, as in ad #7, because they allow you to match your transferable skills to the company's needs.

6. Pay attention to the tone of the ad. If it sounds like a "selling job"—such as ad #3—it is probably because the employer has difficulty keeping good folks in that type of position or the demand for qualified people exceeds the supply. You will want to investigate this.

7. Read the want ad for the "characteristics of the ideal candidate." *This is the most important information in the ad.* These are the things the company will use to make the decision who to interview....and to hire. Remember, everyone the employer seriously considers for the job will have the minimum qualifications.

Ads #5—"HVAC experience or certification pref."—and #7—"prior hardware design experience highly preferable"—are the best examples. The match between transferable skills and the characteristics of the ideal candidate will make the difference in who is interviewed.

Practice

Read and analyze the following want ad.

> DRAFTSPERSON/DESIGNER—Full-time Contractual, Engineering Tech X. High School or Trade School graduate. Ten or more years machine shop experience, including four as instrument maker and two as shop supervisor. Experience in autocad is highly desirable. Primary duties include: detailed drawings of mechanical parts and designs from engineering sketches; completing drawing dimensions and notes. Hands-on prototype assembly and model building experience is desirable. The UMCP Space Physics Group is involved with several contracts and grants to place highly sensitive, lightweight instruments in space to study solar ion composition. To apply, come to the College Park campus Employment Office, opposite the main campus off Route 1 on Rossborough Lane, Monday through Friday, 8:30 a.m. to 12 noon or call (301) 454-4435 (Voice and TDD) for more information. Deadline for applications is December 15. AA/EOE.

Ad Information Form

Company Information	Minimum Requirements/Qualifications

Characteristics of Ideal Candidate	General Information Regarding Position

3.4 COMPLETING APPLICATION FORMS

Situation Analysis

Almost every employer will require you to fill out an application form, even though your resume and cover letter may contain more information. Applications are generally used to make the first "cut" in screening applicants for interviews. Often the form is a test to see how well you follow directions. It is always a good idea to take your time and do it well. Using the *Career Catalog*, which you filled out in Section 1.1, makes filling out application forms much easier.

Sometimes you must fill out the form at the employer's office. Sometimes forms can be mailed to your house or you can pick up copies to take home and fill out. When possible, get two copies of the form so you can fill one out and use it as the draft for completing the final form.

Follow the suggestions below when completing application forms, and refer to the good and bad examples of applications that follow. Specific directions for completing the form SF-171 for Federal government employment also follow.

Get the Job Done

The way you fill out a job application gives the employer an impression about you—*make it a good one!* Read the following information and use the suggestions to help you fill out an application that will get you an interview.

The application form usually has three components:

- Personal information;
- Background information; and
- Job-related information.

Following is a brief discussion about how to deal with each item on an application.

Personal Information

Name: Some forms ask for your last name first, some ask for your first name first. Read the directions before starting to write!

Social Security Number: Make sure that the number is clear and correct and that you have your social security card with you. An employer cannot hire you without a copy of your card on file.

Address: Give the *complete* address where you live now. The form may also ask how long you have lived at this address and/or if you own, rent or board. Employers will make a judgment about how stable you are or whether you are flexible enough to move if the job requires it.

Permanent Address: Write "same as above" if your mail can *always* reach you where you live now. If you are planning to move, give the *complete mailing address* of a relative or friend who will make sure that you get your mail *promptly*. This may make the difference between being contacted about a job or not.

Telephone Number: Give your complete phone number with area code. If you give a business phone number that includes an extension, be sure to give the extension number, i.e. (ext. #241). Make sure that the difference between your work number and home number is clear and when you can be reached at either place. If you do not have a telephone, list the number of a *reliable* friend or relative who will give you messages immediately. Inform this person that potential employers will be contacting you. Choose someone you *know* will be polite, courteous and accurate.

Date of Birth: Most applications will ask for your date of birth. It is not mandatory that you answer this question; however, the information can be used against you just as easily if you *don't* answer. There are laws to protect against age discrimination, so be honest.

Marital Status: You should not give out personal information that the employer does not need. List your marital status as either being married or single. If you are divorced you are single, if you are separated you are married. The reason for this is that employers sometimes view divorced or separated people as unstable and will look only for a single or married person.

Dependents: A dependent is someone who relies on you for support. Usually, a dependent is a family member—a spouse, child or elderly parent. Many applications require that you list the number and ages of your dependents. Do *not* list yourself; if you have no dependents, simply put NA (for Not Applicable).

Employers may be interested in the number and ages of your dependents because they may wonder, will you have trouble finding a babysitter or will you take a lot of time off work to care for your dependents. Be prepared to tell an employer that you have made arrangements to take care of any dependent-related problems so that you will not have to miss work.

Health: From the employer's point of view, the healthier you are, the more reliable you will be as an employee. List your health as being *excellent* or *very good* unless you have a problem that will interfere with your ability to the job.

If you have a health problem that may affect your work once in awhile, write "will discuss in interview" in the space. If the employer brings up the subject during the interview, discuss it briefly. Have a positive attitude and explain that your problem will not interfere with your work on a regular basis. Give examples such as "on my last job I missed only 3 days of work in 2 years because of this problem." You may also want to have a letter or other written documentation from a doctor that you are fit to work.

Worker's Compensation: Do not confuse worker's compensation with unemployment compensation. Worker's compensation is a benefit that an employee receives from the employer as a result of a job-related injury. Unemployment compensation is provided by the government to help working people through periods of unemployment.

If you have received worker's compensation, be prepared to discuss the matter in an interview and to convince the employer that you are not prone to job-related accidents.

Convictions: Some applications ask if you have ever been arrested for or convicted of an offense other than a traffic violation. If you have been convicted on a felony charge, write "will discuss in interview" in the space and be prepared to deal with the issue face-to-face. You do not have to admit to being arrested for something you were not convicted of or to a juvenile record.

Background Information

Military Status: List your military status, rank and any special training you received while in the military. Employers are interested in the skills you acquired in the military and in the rank you held. If you did not advance during your time in the military, be prepared to discuss this in an interview; be brief and positive.

Educational Record: All applications ask for information about the schools you attended. Some even go back to elementary school. Usually you will need to report the city and state of the school, the dates you attended and the degree you earned (e.g., GED, high school diploma, B.A., etc.). Some applications ask more detailed questions about subjects, grades and hours.

Work Experience: This is the "heart" of the application and requires more information than any other section. Generally, you will be asked for your job title and dates of employment; the name, address and phone number of the company; a description of your duties and an explanation of why you left. Some applications also ask for your supervisor's name and your salary.

Make sure you have all the information you will need with you. Work on describing your duties before you fill out an application, so you can be brief and clear in your descriptions.

If you prefer not to give your salary history, write "will discuss in interview" in the space. However, keep in mind that some employers will screen you out at that point.

When giving your reason for leaving, never give a negative answer. "To take a job with more responsibility," "moved," "seasonal," are all very acceptable answers. Do not write "fired." If you were fired, write "will discuss in interview."

Certification, License, and Registration: If you have any professional certification, licenses or registrations, list them in this section. You may be a certified teacher, a licensed plumber, certified public accountant, etc. If this does not apply to you, write NA in the space.

Organizations, Clubs, and Extracurricular Activities: Employers are often interested in what you do outside of work because it reflects your interests and gives insight into your personality. You may have developed skills through non-work-related activities that could be useful to an employer. Do not overlook these things when you are selling yourself. However, if you belong to any organizations that are political in nature and may be unpopular with certain groups, it is best not to list them.

Special Skills, Abilities, and Training: You are often asked to list any special skills, abilities, experiences and/or training you have that relates to the position you want. This is an opportunity for you to highlight anything that may possibly set you apart from other applicants.

Job-Related Information

Position Desired: ***Always*** fill in this space! ***Never*** write "any" or "will do anything"! It may be okay to list more than one position, but do some research first so you know what jobs are available at the company.

Salary Desired: Before filling out an application, be sure you know the lowest salary you would accept and the wage range for the position you want. Call a few companies in the area and ask what the range is for the type of job you are applying for; also check the want ads for the same type of information.

It is okay to write "open" or "negotiable" rather than putting a figure on the application. That way you are not limiting yourself to too low a salary or getting rejected because of a high salary demand.

Availability: Unless you cannot start a job right away, write "immediately" in this space. Otherwise, write the date you will be available to start work. If asked what hours or shifts you will work, write "open" unless you have specific requirements.

References: Do not list someone as a reference based on what you *think* they might say about you. Always talk to your references first, ask permission to use their names and talk with them about what you might like them to say.

You should give the names, titles, addresses, and phone numbers of people who have a good standing in the community and will speak favorably about you. Good people to ask are former employers, co-workers, supervisors or teachers, or your priest, minister or rabbi. Do not list your doctor, lawyer, parole officer, therapist, etc.

Part of the selection process for most jobs includes the employer's evaluation of your job application. Among the factors the company may look for in your application are:

- how well you follow directions;
- how much you pay attention to details;
- how thorough you are; and
- how careful you are concerning accuracy/clarity.

Make the effort to do the job well. Use the following suggestions to complete application forms:

1. Be prepared when you fill out the form, whether at home or at the company office.
2. Read all directions *before beginning* to fill out the form. It may save you time and embarrassment.
3. Follow directions exactly. If it says print, then print; if it says last name first, give your last name first.
4. Make your application neat and easy to read—it will be judged on appearance *and* content. If possible, type the form. If you can't type the form, then print. Remember, the way the form looks reflects the type of person you are. Employers often do not even read messy forms.
5. Give complete and accurate information. If the blanks don't provide enough space, finish your explanation on a separate page. Do not write "see resume," even if the application repeats information.
6. Read each question and decide how you will answer before you begin to write. This will help you fit the answer into the available space and help you write your best answer.
7. Answer all questions. If a question does not apply or you feel the question invades your privacy, write in NA for "not applicable". *Do not leave blank spaces.* It looks like you forgot something or have something to hide.
8. After you have completed a job application or an SF-171 (for the Federal government), make copies of it to refer to when you fill out applications in the future.

9. Do not scratch out or write over mistakes. The best idea, if you are not typing, is to get two application forms. Fill one out for practice and then copy it perfectly onto the other form. If you are typing the form, complete a draft in pencil first and then type on a second, clean copy. If you must correct over a "mistake," cross out the error completely with a single line (———).

10. Take your time, but work steadily. If you take too long filling out an application at the company, the employer may think that you are not prepared.

11. Do not use sarcastic answers.

12. Answer questions honestly—never lie. Even if you are not "found out" and get the job, you could be fired later . . . and may be liable for civil prosecution.

13. Ask questions if you do not understand something about the form.

14. After you complete the form, reread it carefully; check it for accuracy; correct grammar and spelling; make sure it is neat.

15. Follow-up on the application at regular intervals (about every week) until you hear from the employer.

REMEMBER:

➔ Have a pen and all the information you might need to fill out the application form.
➔ Print clearly.
➔ Leave no blanks.
➔ Write "NA" in the space if the question does not apply.
➔ Write "will discuss in interview" if you prefer not to answer.
➔ Fill out the form neatly and accurately.
➔ Do not leave gaps in your employment history.
➔ Be honest—but do not give any negative information.

There are two sample application forms on pages 73 and 75. Note the difference in the two forms, especially in neatness and completeness. Which of the two forms will receive the better review?

Opportunities for Federal Civil Service Employment

As a veteran, you have an advantage in applying for work with the Federal government. Not only do you usually get extra points for veteran status in the selection process, but also you receive credit for your time in the military toward Federal years of service for seniority and retirement.

a. *The Federal Merit System.* The purpose of the Federal Merit System is to fill U.S. Government jobs with the best qualified applicants available. Thousands of white collar and blue collar positions are filled each year without regard to race, religion, sex, political affiliation, age, handicap, or any other nonmerit factor. In some cases, applicants qualify by passing either a written test or an evaluation of an applicant's education and experience background. Requirements for jobs relate only to the duties to be performed.

b. *Who Can Apply.* Any U.S. citizen can apply for Federal employment. In most cases, there is no maximum age limit. (There are maximum entry age limits for certain positions, such as law enforcement and air traffic control, which have been established by law.) The usual minimum age limit is 18, but high school graduates may apply for positions at age 16. There are special programs to help place the physically handicapped, the mentally retarded, the mentally restored, and the disadvantaged. There are also youth opportunity programs that provide training and work experience for vocational and college students in Federal installations. An arrest record does not automatically bar a person from Federal employment.

c. *Additional Information on Federal Employment.* The U.S. Office of Personnel Management (OPM) offers federal employment information through a network of Federal Job Information Centers (FJIC). These centers are listed in the blue pages of local telephone directories under "U.S. Government." The information specialist at these centers can mail you appropriate job announcements, application forms, and other material upon request. Generally, federal job opportunities also are posted in State Employment Service Agencies (JOB SERVICE).

d. *Noncompetitive Appointments for Compensable Disabled Veterans.* Section 3112, Title 5, United States Code, provides that a disabled veteran, who has a compensable service-connected disability of 30 percent or more, may be given a noncompetitive appointment in a federal agency provided the veteran meets the appropriate qualification standard. This appointment may lead to conversion to career or career-conditional employment.

Opportunities under this noncompetitive appointment authority for 30 percent or more compensable disabled veterans are available at most federal agencies nationwide.

Chapter 31, Title 38, United States Code, provides that disabled veteran clients of the Veterans' Administration may train in federal agencies and be noncompetitively appointed to the position or class of positions, for which trained, by any agency having a suitable vacancy. Thus, the veteran is a beneficiary of the Veterans' Administration, and not a federal employee during training; but the disabled veteran who completed a course of training may be appointed noncompetitively to the position for which trained.

For more information on training programs for disabled veterans you should contact your local Veterans' Assistance Center, or the nearest Veterans' Administration facility (see Appendices C and D).

Federal Employment Form SF-171

All Federal employment requires completing the SF-171 (see page 77). However, a federal agency may hire a veteran without requiring competition, provided you agree to participate in a program of education and training. This educational restriction does not apply to compensable disabled Vietnam-era veterans nor Vietnam veterans discharged because of service-connected disabilities.

For jobs at Grades 4 through 7, a veteran must meet only the minimum requirements for the job and the agency *may* waive the requirements for taking a written test if it chooses to do so. For jobs at Grades 1 through 3, military service is enough to meet minimum requirements if the agency determines that the veteran is able to do the work.

Preparing SF-171. The SF-171, Personal Qualifications Statement, is the most important document in a career with Civil Service. It is the tool that will help you obtain the job and/or promotion that you desire. Follow all the general rules outlined in this chapter for filling out job applications and pay attention to the following instructions. *Read and follow all the directions on the front page of the SF-171*.

1. *Duties*. The tasks for which you are paid are your DUTIES: you edit, you type, you program, you operate, you audit, you pack, you inspect. You do these things following directions, instructions, procedures, etc.

2. *Responsibilities*. RESPONSIBILITIES involve some independence and judgment on your part. For example, you are told to establish and implement an inspection program. You must decide what to inspect and how to inspect. You use independent judgment; you are *responsible* for developing and carrying out the inspection program.

3. *Accomplishments*. These are contributions that measurably increase efficiency, productivity, profits, etc. For example, developing a new inspection method that was adopted is an ACCOMPLISHMENT. Specify a measure, if possible: "The new inspection method I devised increased productivity by 20%." The 20% is a measure.

   NOTE: *Duties* normally should be characterized by action verbs: operate; inspect; write, etc. *Responsibility* statements may be followed by action-oriented statement: responsible for the operation of the maintenance division; assign work schedules; analyze work orders. *Accomplishment* statements should indicate the "over and above" aspects of your performance in some measurable way: "I devised a new filing system that eliminated a six-months' backlog and provided the means for continuing update and workload accomplishment."

4. *Qualifications and Skills*. Hit your reader with your latest and best qualifications right away. Pick out your most important qualifications and describe them first. Remember, your reader will not be able to take the time to dredge up what he or she needs from a poorly written, poorly organized SF-171.

   Your SF-171 is an advertisement—an advertisement for you and your qualifications. Stress the skills needed in the job for which you are applying, and in areas you feel help your competitiveness for the job you want. Put these qualifications up front in your SF-171. Also, use the pronoun "I" for statements you want to stress like your accomplishments. Don't use it so freely that it loses its value.

   Show progression—make it clear that you are performing more demanding duties as your career progresses. Show the range of your responsibilities and authority: If you have supervised the work of others, or have accepted delegation of authority in a supervisor's absence, be sure to mention it. Don't forget to list relevant unpaid experience (include the number of hours devoted to the volunteer activity). Be specific in describing the duties performed and the use of relevant skills.

5. *What to Exclude*. Never copy position descriptions or try to edit them for use as your experience description. They rarely reflect what you actually do and, if spotted as rewrites, will cause reviewers to lose faith in the credibility of the information and may make them wonder why you didn't have the interest and drive to describe YOUR job activities (worse yet, is attaching a copy of your position description).

   Follow directions of the SF-171 and *answer all the questions*. A resume cannot substitute for the SF-171. Don't raise questions in the mind of the reviewer by showing inaccurate or unaccounted for gaps in your work record. If you were unemployed for a time, say so and state why. If you say you left one job to relocate to another area, be sure that your SF-171 reflects that move, or if it was to accept a promotion, make sure the promotion is reflected.

   Don't use acronyms or abbreviations unless you are POSITIVE that all personnel specialists and/or panel members who are reviewing your SF-171 understand them. Experience that is more than 15 years old should be summarized.

6. *What to Include*. If you wish to list awards and training on separate paper attached to your SF-171, you may do so.

   List awards by title and the date awarded, e.g., Sustained Superior Performance Award, January, 1980. Copies of letters of commendation may also be included, but unless asked for, do not include samples of work.

Training should be listed by title, where and when the course was given, and hours attended. Example: Better Office Practices, OPM, Seattle, January 1989, 24 hours. When completing education statements, be sure you show the total number of semester and/or quarter hours completed. In many cases, education can be substituted for experience on a basis of total credits equated to months of experience.

7. *Qualification Requirements*. Minimum qualification requirements are established by the Office of Personnel Management (OPM), formerly the Civil Service Commission. They are based on specific requirements for general and specialized experience, training and/or education for General Schedule (GS) positions. Requirements are spelled out in Merit Staffing Announcements. SF-171s are reviewed by personnel specialists and decisions made as to whether or not the applicant meets the basic qualifications for the particular job.

8. *Elements*. Each position is analyzed by personnel specialists and subject matter experts to determine the work behaviors and knowledges, skills, abilities, and other characteristics to be used to measure the probability or expectancy of successful performance among candidates. If an element found to be ESSENTIAL to successful performance in the job is not covered in the Qualification Requirement, it may be added as a selective factor in the ad and subsequent evaluation of your SF-171. EXAMPLES: Ability to read and/or write a language other than English; knowledge and ability pertaining to a certain program or mission, where these cannot be readily acquired after promotion; or ability in a functional area, e.g., ability to evaluate ADP systems. Selection factors may be used as a "screen-out" element.

   Requests for supplemental forms or job element statements are used in addition to the SF-171 as a means of rating all qualified candidates against each other to determine those who are highly qualified for the particular job. Positions vary in the work to be performed, how each one is to be performed, the supervisory controls over the position, and interpersonal the contacts required by the position both within the office/facility and/or other government agencies, contract offices, private industry, etc. EXAMPLE: A position involving continuing interface with other facility and contractor offices to obtain information and data necessary to coordinate and implement a project would require more sophisticated skills to meet and deal with others than would a position involving only personal contact with co-workers in the same office, such as a typing pool.

   Elements, then, describe specific knowledges, skills, abilities, or personal characteristics needed for the particular job. OPM is trying to better define the elements in the announcement so that candidates will have sufficient information as to exactly what is being rated; in the case of jobs where supplemental statement forms are provided as a part of the application, definitions will be included. EXAMPLE: On an element for "Ability to Plan and Organize Work" related to a production operation position, the definition might be "ability to develop detailed, technically accurate schedules of events for complex production operations."

In addressing the elements, remember to consider any/all of your experience, education, training, etc., that relates to the requirements of the position. Candidates should relate their experience directly to the element to show how they meet the requirements of the particular element. If you have not had directly related experience, then spell out any closely related experience that indicates the PROBABILITY of your being able to learn procedures within a reasonable period time. By spelling out elements that will be used in rating your SF-171, OPM is telling you exactly what it is looking for, and how candidates will be rated.

It is important to address the elements and to do so with some thought as to how YOUR experience relates to the SPECIFIC job. If you are applying for the position, you must (1) want the job; (2) think you are qualified; and (3) believe you can perform the job as well or better than other candidates. So, what you need to do is to convince those rating the applications that you are, in fact, the best person for that job and you do that by providing specific, well thought out, RELATED information on your qualifications in the form of a SF-171 and statements addressing the job elements.

Job element statements should normally be one or two paragraphs. Don't write a book but don't overlook describing significant experience, both paid and unpaid. These statements will, in some cases, duplicate information in the SF-171, however, the element statement should consolidate all relevant experience/knowledge from several jobs. These statements can be on plain paper with each element title heading the paragraph(s).

Remember, be positive about yourself but avoid over-praising.

9. *The Rating System.* Qualifications are rated on a point system: So many points for time-in-grade, so many points for time-in-field, and separate points are assigned for each of the elements listed in the announcement (which is why it is so very important to pay particular attention to the elements).

   After reviewing your SF-171 and attachments, the federal evaluators assign a certain number of points in each section and a total point count to the overall application. When all applications have been reviewed, the rating panel will take (usually) the top five applicants and submit them to the supervisor/department/selection board for a final decision regarding selection. If the decision is close, an interview is held where you are able to "sell" yourself in person. Up to this point, however, the selling job is done *solely* by your SF-171 and the ELEMENT STATEMENT.

10. *Dual Compensation.* Retired military members who are employed in a Federal civilian position may have their military retired pay limited. Depending on their military retired status, different limitations apply. The limitations are in Section 5532, Title 5, United States Code.

Practice

Make a copy of the form SF-171 on pages 77-80. Use it to practice filling out applications. Take it with you when you go to a company to fill out an application so that you will have all the information you need at hand.

APPLICATION FOR EMPLOYMENT

Referred By

Qualified applicants are considered for all positions without regard to race, color, religion, sex, national origin, age, marital or veteran status, or the presence of a non-job related medical condition or handicap.

PERSONAL INFORMATION

Social Security Number 123-45-6789	Application Date 1-3-91		
Last Name ~~Mary~~ Doe	First Name Mary	Middle Initial J.	Telephone Number 123-4567
Present Address No. and Street 765 Pleasant Street	City Hanford	State CA	
Permanent Address No. and Street SAME	City	State	
If you are not a citizen of the United States, please indicate your authorization to be employed.	Military Service Status discharge - 80	Draft Classification Status	

EMPLOYMENT DESIRED

	Date You Can Start NOW	Salary Desired
Position(s) applied for ANY	Are you currently employed? NO	If so, may we contact your present employer?
If you have applied to this company before, please indicate where and when.	If you have relatives employed by this company, please give names.	
If you have ever worked for this company before, please indicate when and position held.	Do you seek full or part-time employment?	Shift or hours preferred
Do you have special skills, experience or qualifications related to the position(s) applied for? NO	Do you have any physical limitations which would hinder your performance in the position applied for? NO	

SPECIAL QUESTIONS

DO NOT ANSWER ANY OF THE QUESTIONS IN THIS FRAMED AREA UNLESS THE EMPLOYER HAS CHECKED A BOX PRECEDING A QUESTION, THEREBY INDICATING THAT THE INFORMATION IS REQUIRED FOR A BONA FIDE OCCUPATIONAL QUALIFICATION, OR DICTATED BY NATIONAL SECURITY LAWS, OR IS NEEDED FOR OTHER LEGALLY PERMISSIBLE REASONS.

☐ Height 5 feet 6 inches ☐ Citizen of U.S. ✓ Yes ____ No

☐ Weight 135 lbs.

☐ ____________________

PREVIOUS EMPLOYMENT

Please Explain Any Gap In Employment History Below

	Please List Most Recent Employment First	Name and Location	Position	Salary	Reason For Leaving
1	From June 1982 To August 1983	Litton Ind Slymar CA	sec.	?	Reason For Leaving moved ~~to~~ - work w/ husband in new business
2	From ? 1981 To May 1982	Fotomate Slymar, CA	clerk	?	Reason For Leaving got a better job
3	From To				Reason For Leaving
4	From To				Reason For Leaving

PLEASE TURN OVER

Last Name

First Name

Middle Name

EDUCATIONAL HISTORY

LANGUAGES SPOKEN

SCHOOL LEVEL	NAME AND LOCATION OF SCHOOL	Years* Attended	Date* Graduated	SUBJECTS STUDIED/MAJORS
GRAMMAR SCHOOL				
HIGH SCHOOL	Slymar High Slymar, CA	4	1976	Business
COLLEGE				
TRADE BUSINESS PROFESSIONAL SCHOOL	Slymar School of Business	1/2		Off. mgt., typing, filing, etc.

PERSONAL REFERENCES

PLEASE LIST 3 NON-RELATIVES WHOM YOU HAVE KNOWN FOR AT LEAST ONE YEAR.

	NAME AND ADDRESS	TELEPHONE	RELATIONSHIP – YEARS KNOWN
1	Sandra Williams, Slymar CA	?	friend – 10
2	Joyce Simmons, Hanford CA	987-6542	friend – 2
3	Dr. David Davidson, Hanford CA	345-6789	therapist – 5

In Case of Emergency NOTIFY — Name: Bob Doe — Address: see other side — City — State — Zip Code

I authorize investigation of all statements contained in this application. I understand that misrepresentation or omission of facts called for is cause for dismissal. Further, I understand and agree that my employment is for no definite period and may, regardless of the date of payment of my wages and salary, be terminated at any time without any previous notice.

Date: 1-3-91 Signature: Mary J. Doe

*The civil rights act of 1964 prohibits discrimination in employment because of race, color, religion, sex, or national origin. Some states prohibit discrimination because of age. The age discrimination in employment act of 1967 prohibits discrimination on the basis of age with respect to individuals who are at least 40 but less than 70 years of age. If this state prohibits the request of any information on this form, this information will not be used to discriminate against possible employment.

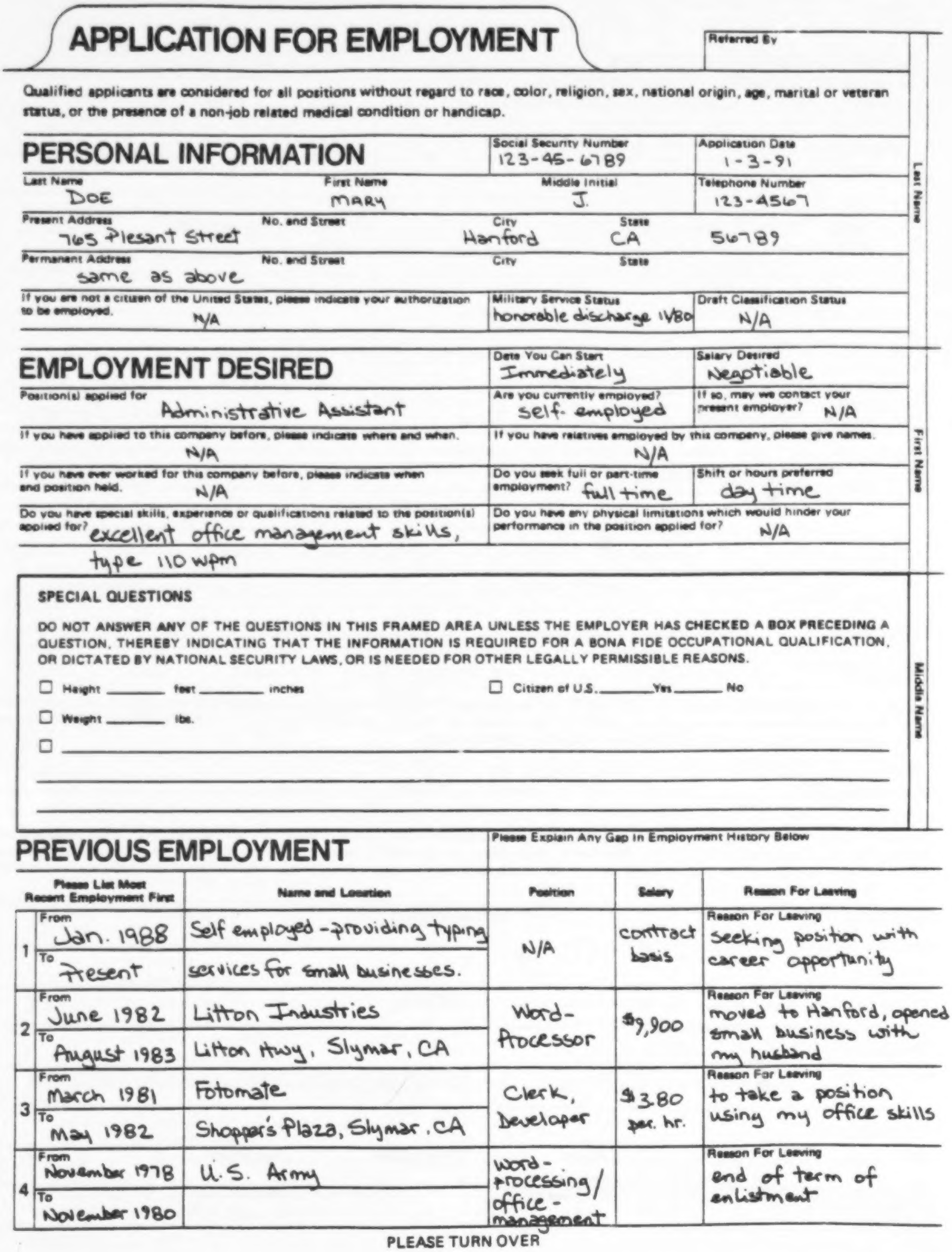
Interviewed By — DO NOT WRITE BELOW THIS LINE — Interview Date

REMARKS

NEATNESS		CHARACTER	
PERSONALITY		ABILITY	

Hired — Dept. — Position — Reporting Date — Salary/Wages

Approved By — Employment Manager — Dept. Head — General Manager



APPLICATION FOR EMPLOYMENT

Referred By

Qualified applicants are considered for all positions without regard to race, color, religion, sex, national origin, age, marital or veteran status, or the presence of a non-job related medical condition or handicap.

PERSONAL INFORMATION

Social Security Number 123-45-6789	Application Date 1-3-91		
Last Name DOE	First Name MARY	Middle Initial J.	Telephone Number 123-4567
Present Address No. and Street 765 Plesant Street	City Hanford	State CA	56789
Permanent Address No. and Street same as above	City	State	
If you are not a citizen of the United States, please indicate your authorization to be employed. N/A	Military Service Status honorable discharge 11/80	Draft Classification Status N/A	

EMPLOYMENT DESIRED

	Date You Can Start Immediately	Salary Desired Negotiable
Position(s) applied for Administrative Assistant	Are you currently employed? self-employed	If so, may we contact your present employer? N/A
If you have applied to this company before, please indicate where and when. N/A	If you have relatives employed by this company, please give names. N/A	
If you have ever worked for this company before, please indicate when and position held. N/A	Do you seek full or part-time employment? full time	Shift or hours preferred day time
Do you have special skills, experience or qualifications related to the position(s) applied for? excellent office management skills, type 110 wpm	Do you have any physical limitations which would hinder your performance in the position applied for? N/A	

SPECIAL QUESTIONS

DO NOT ANSWER ANY OF THE QUESTIONS IN THIS FRAMED AREA UNLESS THE EMPLOYER HAS CHECKED A BOX PRECEDING A QUESTION, THEREBY INDICATING THAT THE INFORMATION IS REQUIRED FOR A BONA FIDE OCCUPATIONAL QUALIFICATION, OR DICTATED BY NATIONAL SECURITY LAWS, OR IS NEEDED FOR OTHER LEGALLY PERMISSIBLE REASONS.

☐ Height ______ feet ______ inches ☐ Citizen of U.S. ______ Yes ______ No

☐ Weight ______ lbs.

☐ ______

PREVIOUS EMPLOYMENT

Please Explain Any Gap in Employment History Below

Please List Most Recent Employment First		Name and Location	Position	Salary	Reason For Leaving
1	From Jan. 1988 To Present	Self employed - providing typing services for small businesses.	N/A	contract basis	seeking position with career opportunity
2	From June 1982 To August 1983	Litton Industries Litton Hwy, Slymar, CA	Word-Processor	$9,900	moved to Hanford, opened small business with my husband
3	From March 1981 To May 1982	Fotomate Shopper's Plaza, Slymar, CA	Clerk, Developer	$3.80 per. hr.	to take a position using my office skills
4	From November 1978 To November 1980	U.S. Army	word-processing/office-management		end of term of enlistment

PLEASE TURN OVER

Last Name

First Name

Middle Name

EDUCATIONAL HISTORY

LANGUAGES SPOKEN

SCHOOL LEVEL	NAME AND LOCATION OF SCHOOL	Years* Attended	Date* Graduated	SUBJECTS STUDIED/MAJORS
GRAMMAR SCHOOL	Rock Creek Elementary Sch. Slymar, CA		1972	
HIGH SCHOOL	Slymar High School Slymar, CA	4	June 12, 1976	Business
COLLEGE				
TRADE BUSINESS PROFESSIONAL SCHOOL	Slymar School of Business Slymar, CA	6 mos.	N/A	Office Management and related business courses

PERSONAL REFERENCES

PLEASE LIST 3 NON-RELATIVES WHOM YOU HAVE KNOWN FOR AT LEAST ONE YEAR.

	NAME AND ADDRESS	TELEPHONE	RELATIONSHIP – YEARS KNOWN	
1	Sandra Williams, 417 Marigold St. Slymar, CA	969/696-9696	former co-worker	10 yrs.
2	Jack Stevens, 3472 Litton Hwy, Slymar, CA	969/234-5678	former supervisor	9 yrs.
3	John Harris 1742 Main St., Hanford, CA	906/987-6543	client	2 yrs.

In Case of Emergency NOTIFY:	Name	Address	City	State	Zip Code
	Robert L. Doe	765 Plesant Street	Hanford	CA	56789

I authorize investigation of all statements contained in this application. I understand that misrepresentation or omission of facts called for is cause for dismissal. Further, I understand and agree that my employment is for no definite period and may, regardless of the date of payment of my wages and salary, be terminated at any time without any previous notice.

Date: 1-3-90

Signature: Mary J. Doe

The civil rights act of 1964 prohibits discrimination in employment because of race, color, religion, sex, or national origin. Some states prohibit discrimination because of age. The age discrimination in employment act of 1967 prohibits discrimination on the basis of age with respect to individuals who are at least 40 but less than 70 years of age. If this state prohibits the request of any information on this form, this information will not be used to discriminate against possible employment.

Interviewed By

DO NOT WRITE BELOW THIS LINE

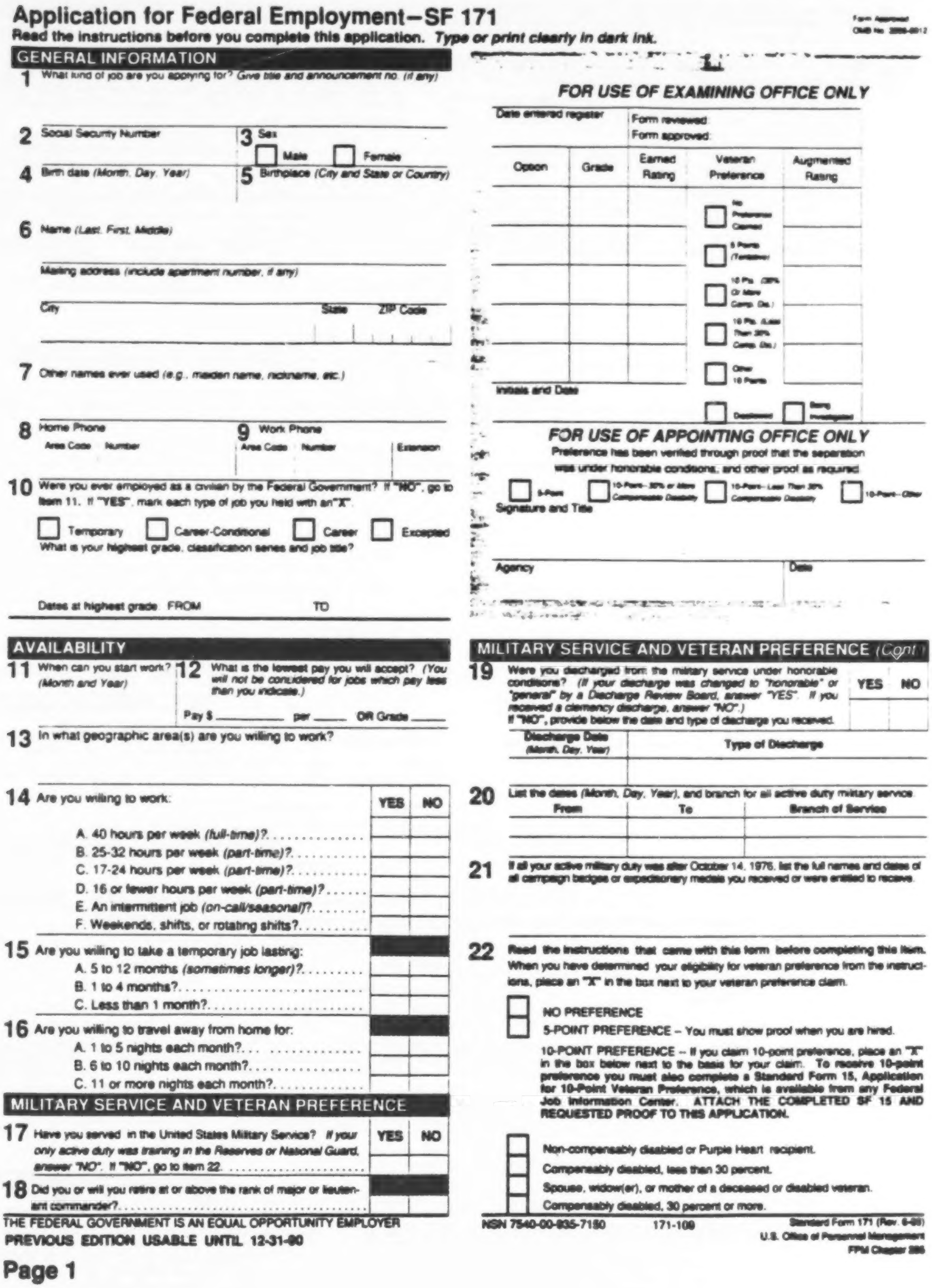
Interview Date

REMARKS

NEATNESS		CHARACTER	
PERSONALITY		ABILITY	

Hired	Dept.	Position	Reporting Date	Salary/Wages

Approved By	Employment Manager	Dept. Head	General Manager



Application for Federal Employment—SF 171

Read the instructions before you complete this application. ***Type or print clearly in dark ink.***

Form Approved
OMB No. 3206-0012

GENERAL INFORMATION

1 What kind of job are you applying for? *Give title and announcement no. (if any)*

2 Social Security Number

3 Sex ☐ Male ☐ Female

4 Birth date *(Month, Day, Year)*

5 Birthplace *(City and State or Country)*

6 Name *(Last, First, Middle)*

Mailing address *(include apartment number, if any)*

City State ZIP Code

7 Other names ever used *(e.g., maiden name, nickname, etc.)*

8 Home Phone
Area Code Number

9 Work Phone
Area Code Number Extension

10 Were you ever employed as a civilian by the Federal Government? If "NO", go to Item 11. If "YES", mark each type of job you held with an "X".

☐ Temporary ☐ Career-Conditional ☐ Career ☐ Excepted

What is your highest grade, classification series and job title?

Dates at highest grade: FROM TO

FOR USE OF EXAMINING OFFICE ONLY

Date entered register		Form reviewed: Form approved:		
Option	Grade	Earned Rating	Veteran Preference	Augmented Rating
			☐ No Preference Claimed	
			☐ 5 Points (Tentative)	
			☐ 10 Pts. (30% Or More Comp. Dis.)	
			☐ 10 Pts. (Less Than 30% Comp. Dis.)	
			☐ Other 10 Points	
Initials and Date			☐ Disallowed ☐ Being Investigated	

FOR USE OF APPOINTING OFFICE ONLY

Preference has been verified through proof that the separation was under honorable conditions, and other proof as required.

☐ 5-Point ☐ 10-Point—30% or More Compensable Disability ☐ 10-Point—Less Than 30% Compensable Disability ☐ 10-Point—Other

Signature and Title

Agency Date

AVAILABILITY

11 When can you start work? *(Month and Year)*

12 What is the lowest pay you will accept? *(You will not be considered for jobs which pay less than you indicate.)*

Pay $ ________ per ______ OR Grade ______

13 In what geographic area(s) are you willing to work?

	YES	NO
14 Are you willing to work:		
A. 40 hours per week *(full-time)*?		
B. 25-32 hours per week *(part-time)*?		
C. 17-24 hours per week *(part-time)*?		
D. 16 or fewer hours per week *(part-time)*?		
E. An intermittent job *(on-call/seasonal)*?		
F. Weekends, shifts, or rotating shifts?		
15 Are you willing to take a temporary job lasting:		
A. 5 to 12 months *(sometimes longer)*?		
B. 1 to 4 months?		
C. Less than 1 month?		
16 Are you willing to travel away from home for:		
A. 1 to 5 nights each month?		
B. 6 to 10 nights each month?		
C. 11 or more nights each month?		

MILITARY SERVICE AND VETERAN PREFERENCE

	YES	NO
17 Have you served in the United States Military Service? *If your only active duty was training in the Reserves or National Guard, answer "NO". If "NO", go to Item 22.*		
18 Did you or will you retire at or above the rank of major or lieutenant commander?		

THE FEDERAL GOVERNMENT IS AN EQUAL OPPORTUNITY EMPLOYER

PREVIOUS EDITION USABLE UNTIL 12-31-90

Page 1

MILITARY SERVICE AND VETERAN PREFERENCE *(Cont.)*

	YES	NO
19 Were you discharged from the military service under honorable conditions? *(If your discharge was changed to "honorable" or "general" by a Discharge Review Board, answer "YES". If you received a clemency discharge, answer "NO".)* If "NO", provide below the date and type of discharge you received.		

Discharge Date *(Month, Day, Year)*	Type of Discharge

20 List the dates *(Month, Day, Year)*, and branch for all active duty military service.

From	To	Branch of Service

21 If all your active military duty was after October 14, 1976, list the full names and dates of all campaign badges or expeditionary medals you received or were entitled to receive.

22 **Read the instructions that came with this form before completing this item. When you have determined your eligibility for veteran preference from the instructions, place an "X" in the box next to your veteran preference claim.**

☐ NO PREFERENCE

☐ 5-POINT PREFERENCE – You must show proof when you are hired.

10-POINT PREFERENCE – If you claim 10-point preference, place an "X" in the box below next to the basis for your claim. To receive 10-point preference you must also complete a Standard Form 15, Application for 10-Point Veteran Preference, which is available from any Federal Job Information Center. ATTACH THE COMPLETED SF 15 AND REQUESTED PROOF TO THIS APPLICATION.

☐ Non-compensably disabled or Purple Heart recipient.

☐ Compensably disabled, less than 30 percent.

☐ Spouse, widow(er), or mother of a deceased or disabled veteran.

☐ Compensably disabled, 30 percent or more.

NSN 7540-00-935-7150 171-109

Standard Form 171 (Rev. 6-88)
U.S. Office of Personnel Management
FPM Chapter 295

WORK EXPERIENCE *If you have no work experience, write "NONE" in A below and go to 25 on page 3.*

23 May we ask your present employer about your character, qualifications, and work record? *A "NO" will not affect our review of your qualifications. If you answer "NO" and we need to contact your present employer before we can offer you a job, we will contact you first.* . . . . YES ☐ NO ☐

24 READ **WORK EXPERIENCE** IN THE INSTRUCTIONS BEFORE YOU BEGIN.

- Describe your current or most recent job in Block A and work backwards, describing **each** job you held **during the past 10 years.** If you were **unemployed** for longer than **3 months** within the past 10 years, list the dates and your address(es) in an experience block.
- You may sum up in one block work that you did **more than 10 years ago.** But if that work **is related** to the type of job you are applying for, describe each related job in a separate block.
- INCLUDE VOLUNTEER WORK *(non-paid work)*--**If the work** *(or a part of the work)* **is like the job you are applying for,** complete **all** parts of the experience block just as you would for a paying job. You may receive credit for work experience with religious, community, welfare, service, and other organizations.
- **INCLUDE MILITARY SERVICE**--You should complete **all** parts of the experience block just as you would for a non-military job, including **all** supervisory experience. Describe each major change of duties or responsibilities in a separate experience block.
- IF YOU NEED MORE SPACE TO DESCRIBE A JOB--Use sheets of paper the same size as this page (be sure to include **all** information we ask for in **A** and **B** below). On **each** sheet show your name, Social Security Number, and the announcement number or job title.
- IF YOU NEED MORE EXPERIENCE BLOCKS, use the SF 171-A or a sheet of paper.
- IF YOU NEED TO UPDATE (ADD MORE RECENT JOBS), use the SF 172 or a sheet of paper as described above.

A Name and address of employer's organization *(include ZIP Code, if known)*

Dates employed *(give month, day and year)*
From: To:

Average number of hours per week

Number of employees you supervise

Salary or earnings
Starting $ per
Ending $ per

Your reason for wanting to leave

Your immediate supervisor
Name | Area Code | Telephone No.

Exact title of your job

If Federal employment *(civilian or military)* list series, grade or rank, and, if promoted in this job, the date of your last promotion

Description of work: Describe your specific duties, responsibilities and accomplishments in this job, **including** the job title(s) of any employees you supervise. *If you describe more than one type of work (for example, carpentry and painting, or personnel and budget), write the approximate percentage of time you spent doing each.*

For Agency Use (skill codes, etc.)

B Name and address of employer's organization *(include ZIP Code, if known)*

Dates employed *(give month, day and year)*
From: To:

Average number of hours per week

Number of employees you supervised

Salary or earnings
Starting $ per
Ending $ per

Your reason for leaving

Your immediate supervisor
Name | Area Code | Telephone No.

Exact title of your job

If Federal employment *(civilian or military)* list series, grade or rank, and, if promoted in this job, the date of your last promotion

Description of work: Describe your specific duties, responsibilities and accomplishments in this job, **including** the job title(s) of any employees you supervised. *If you describe more than one type of work (for example, carpentry and painting, or personnel and budget), write the approximate percentage of time you spent doing each.*

For Agency Use (skill codes, etc.)

Page 2 **IF YOU NEED MORE EXPERIENCE BLOCKS, USE SF 171-A *(SEE BACK OF INSTRUCTION PAGE).***

— ← ATTACH ANY ADDITIONAL FORMS AND SHEETS HERE

EDUCATION

25 Did you graduate from high school? *If you have a GED high school equivalency or will graduate within the next nine months, answer "YES".*

YES ▶ If **"YES"**, give month and year graduated or received GED equivalency: ....

NO ▶ If **NO"**, give the highest grade you completed ....

26 Write the name and location *(city and state)* of the last high school you attended or where you obtained your GED high school equivalency.

27 Have you ever attended college or graduate school?

YES ▶ If "YES", continue with **28**.

NO ▶ If **NO"**, go to **31**.

28 NAME AND LOCATION *(city, state and ZIP Code)* OF COLLEGE OR UNIVERSITY. *If you expect to graduate within nine months, give the **month** and **year** you expect to receive your degree:*

Name	City	State	ZIP Code	MONTH AND YEAR ATTENDED From	MONTH AND YEAR ATTENDED To	NUMBER OF CREDIT HOURS COMPLETED Semester	NUMBER OF CREDIT HOURS COMPLETED Quarter	TYPE OF DEGREE (e.g. B.A., M.A.)	MONTH AND YEAR OF DEGREE
1)									
2)									
3)									

29

CHIEF UNDERGRADUATE SUBJECTS *Show major on the first line*	NUMBER OF CREDIT HOURS COMPLETED Semester	NUMBER OF CREDIT HOURS COMPLETED Quarter
1)		
2)		
3)		

30

CHIEF GRADUATE SUBJECTS *Show major on the first line*	NUMBER OF CREDIT HOURS COMPLETED Semester	NUMBER OF CREDIT HOURS COMPLETED Quarter
1)		
2)		
3)		

31 If you have completed any **other courses or training related to the kind of jobs you are applying for** *(trade, vocational, Armed Forces, business)* give information below.

NAME AND LOCATION *(city, state and ZIP Code)* OF SCHOOL	MONTH AND YEAR ATTENDED From	MONTH AND YEAR ATTENDED To	CLASS-ROOM HOURS	SUBJECT(S)	TRAINING COMPLETED YES	TRAINING COMPLETED NO
School Name 1) City State ZIP Code						
School Name 2) City State ZIP Code						

SPECIAL SKILLS, ACCOMPLISHMENTS AND AWARDS

32 Give the title and year of any honors, awards or fellowships you have received. List your special qualifications, skills or accomplishments that may help you get a job. *Some examples are: skills with computers or other machines; most important publications (do not submit copies); public speaking and writing experience; membership in professional or scientific societies; patents or inventions; etc.*

33 How many words per minute can you:

TYPE? TAKE DICTATION?

Agencies may test your skills before hiring you.

34 List **job-related** licenses or certificates that you have, such as: *registered nurse; lawyer; radio operator; driver's; pilot's; etc.*

LICENSE OR CERTIFICATE	DATE OF LATEST LICENSE OR CERTIFICATE	STATE OR OTHER LICENSING AGENCY
1)		
2)		

35 Do you speak or read a language other than English *(include sign language)?* ***Applicants for jobs that require a language other than English may be given an interview conducted solely in that language.***

YES ▶ If **"YES"**, list each language and place an "X" in each column that applies to you.

NO ▶ If **"NO"**, go to **36**.

LANGUAGE(S)	CAN PREPARE AND GIVE LECTURES Fluently	CAN PREPARE AND GIVE LECTURES With Difficulty	CAN SPEAK AND UNDERSTAND Fluently	CAN SPEAK AND UNDERSTAND Passably	CAN TRANSLATE ARTICLES Into English	CAN TRANSLATE ARTICLES From English	CAN READ ARTICLES FOR OWN USE Easily	CAN READ ARTICLES FOR OWN USE With Difficulty
1)								
2)								

REFERENCES

36 List three people who are not related to you and are not supervisors you listed under **24** who know your qualifications and fitness for the kind of job for which you are applying. **At least one should know you well on a personal basis.**

FULL NAME OF REFERENCE	TELEPHONE NUMBER(S) *(Include Area Code)*	PRESENT BUSINESS OR HOME ADDRESS *(Number, street and city)*	STATE	ZIP CODE
1)				
2)				
3)				

BACKGROUND INFORMATION– *You must answer each question in this section before we can process your application*

37 **Are you a citizen of the United States?** *(In most cases you must be a U.S. citizen to be hired. You will be required to submit proof of identity and citizenship at the time you are hired.)* If **"NO"**, give the country or countries you are a citizen of: ____________ YES ☐ NO ☐

NOTE: It is important that you give complete and truthful answers to questions 38 through 44. If you answer **"YES"** to any of them, provide your explanation(s) in **Item 45. Include** convictions resulting from a plea of nolo contendere *(no contest)*. **Omit:** 1) traffic fines of $100.00 or less; 2) any violation of law committed before your 16th birthday; 3) any violation of law committed before your 18th birthday, if finally decided in juvenile court or under a Youth Offender law; 4) any conviction set aside under the Federal Youth Corrections Act or similar State law; 5) any conviction whose record was expunged under Federal or State law. We will consider the date, facts, and circumstances of each event you list. In most cases you can still be considered for Federal jobs. However, **if you fail to tell the truth or fail to list all relevant** events or circumstances, this may be grounds for not hiring you, for firing you after you begin work, or for criminal prosecution (18 USC 1001).

	YES	NO
38 During the last **10 years**, were you **fired from any job** for any reason, did you **quit after being told that you would be fired**, or did you leave by mutual agreement because of specific problems?	☐	☐
39 Have you **ever** been convicted of, or forfeited collateral for **any felony violation?** *(Generally, a felony is defined as any violation of law punishable by imprisonment of longer than one year, except for violations called misdemeanors under State law which are punishable by imprisonment of two years or less.)*	☐	☐
40 Have you **ever** been convicted of, or forfeited collateral for **any firearms or explosives violation**?	☐	☐
41 Are you **now** under charges for **any** violation of law?	☐	☐
42 During the **last 10 years** have you forfeited collateral, been convicted, been imprisoned, been on probation, or been on parole? Do **not** include violations reported in 39, 40, or 41, above.	☐	☐
43 Have you **ever** been convicted by a military **court-martial?** If no military service, answer **"NO"**.	☐	☐
44 Are you **delinquent** on any Federal debt? *(Include delinquencies arising from Federal taxes, loans, overpayment of benefits, and other debts to the U.S. Government* ***plus*** *defaults on Federally guaranteed or insured loans such as student and home mortgage loans.)*	☐	☐

45 **If "YES" in:** **38** - Explain for each job the problem(s) and your reason(s) for leaving. Give the employer's name and address.

39 through 43 - Explain each violation. Give place of occurrence and name/address of police or court involved.

44 - Explain the type, length and amount of the delinquency or default, and steps you are taking to correct errors or repay the debt. Give any identification number associated with the debt and the address of the Federal agency involved.

NOTE: If you need more space, use a sheet of paper, and include the item number.

Item No.	Date *(Mo./Yr.)*	Explanation	Mailing Address
			Name of Employer, Police, Court, or Federal Agency City State ZIP Code
			Name of Employer, Police, Court, or Federal Agency City State ZIP Code

	YES	NO
46 Do you receive, or have you ever applied for retirement pay, pension, or other pay based on military, Federal civilian, or District of Columbia Government service?	☐	☐
47 Do any of your relatives work for the United States Government or the United States Armed Forces? Include: *father; mother; husband; wife; son; daughter; brother; sister; uncle; aunt; first cousin; nephew; niece; father-in-law; mother-in-law; son-in-law; daughter-in-law; brother-in-law; sister-in-law; stepfather; stepmother; stepson; stepdaughter; stepbrother; stepsister; half brother; and half sister.*	☐	☐

If **"YES"**, provide details below. If you need more space, use a sheet of paper.

Name	Relationship	Department, Agency or Branch of Armed Forces

SIGNATURE, CERTIFICATION, AND RELEASE OF INFORMATION

YOU MUST SIGN THIS APPLICATION. **Read the following carefully before you sign.**

- A false statement on any part of your application may be grounds for not hiring you, or for firing you after you begin work. Also, you may be punished by fine or imprisonment (U.S. Code, title 18, section 1001).
- If you are a male born after December 31, 1959 you must be registered with the Selective Service System or have a valid exemption in order to be eligible for Federal employment. You will be required to certify as to your status at the time of appointment.
- **I understand** that any information I give may be investigated as allowed by law or Presidential order.
- **I consent** to the release of information about my ability and fitness for Federal employment by *employers, schools, law enforcement agencies and other individuals and organizations,* to *investigators, personnel staffing specialists, and other authorized employees of the Federal Government.*
- **I certify** that, to the best of my knowledge and belief, **all** of my statements are true, correct, complete, and made in good faith.

48 **SIGNATURE** *(Sign each application in dark ink)*	**49** **DATE SIGNED** *(Month, day, year)*

*U.S. Government Printing Office: 1986-242-450/90183

3.5 RESEARCHING THE COMPANY

Situation Analysis

One of the best, but least used, job search "tools" is researching the company that has a job opening. Most applicants think it is difficult to get information, or simply fail to see the value of the effort.

Research is a good idea because:

a) You may get to know someone in the organization, and therefore have a personal contact.

b) You can ask questions in a job interview that are based on information few other applicants have.

c) If you have information about the company, you can do a better job of identifying transferrable skills and characteristics of the ideal applicant and of matching your skills to what the organization is looking for.

Researching a company can make you "look better" when compared to other candidates, because so few applicants do their homework.

Get the Job Done

The best source of information is the company itself. You *should* call to ask for information for two reasons. First, to request printed material about the organization—like an annual report or brochure. Second, you should try to talk with someone about the job you want. The call at least makes your name familiar and *may* give you someone to mention in your cover letter. Even more important, it allows you to ask questions related to characteristics of the ideal candidate. Ask questions like: What are the duties, responsibilities and opportunities of the job? What type of people (with what attributes) does the organization hire? What happened to the last person who held this job?

Few people call and ask intelligent questions, so by calling you can make a good impression and know more about the job and the company than other applicants.

There are plenty of reference materials available in libraries to give you information on a company. You can do the research yourself or ask the librarian for help. A professional librarian is trained to find information from a variety of sources, or to direct you to other resources available in the community. Your local public library may also have a special Business Reference Section, which collects additional information on businesses in the local area. This information generally tends to be more current than annual publications. In any case, the Reference Desk at any library is a good starting point for your research. Some of the materials that you may wish to look at are described below.

1. **Annual Reports of the Company**

Annual reports provide useful financial and operational information on a particular company. The "Report of Independent Accountants" in the back of an annual report gives you some idea how healthy the company is. Be alert to any reservations indicated by the auditor or the complete absence of an auditor's opinion. This may signal problems for the company. Annual reports may be available in your local library or can be obtained by calling or writing to the company directly. Libraries often have material which lists addresses and phone numbers of contacts for annual reports.

2. **Ward's Directory of ... Largest United States Corporations**
   Ward's Directory of ... Private United States Companies
   Ward's Business Directory of Major International Companies

These directories of public, private and international companies provide, in tabular form, sales figures, number of employees, Standard Industrial Classification (SIC) code, names and addresses of officers, and other data. Ward's directories rank companies according to sales and size.

3. **Moody's Industrial Manual (and other Manuals)**
   Moody's Complete Corporate Index

This set of manuals/index is compiled from annual and 10-K reports as well as news releases. They summarize, in some detail, the financial histories of publicly traded companies.

4. **Million Dollar Directory (published by Dun & Bradstreet)**

This directory is available in multiple volumes and provides addresses, lines of business, sales figures, banker and counsel for thousands of U.S. firms, both public and private.

5. **Standard & Poor's Register of Corporation, Directors, and Executives**

This register focuses on major U.S. companies and contains company addresses, lines of business, officers and directors, as well as biographical information on these people. **S & P's Corporation Records** is a looseleaf set, updated every work day, providing extensive information on U.S. public corporations. This source is very useful, and is available "on-line" in many libraries.

6. **Contacts Influential**

This reference book consists of regional directories which attempt to list all firms, not just manufacturers, in a city or region. It provides information on firm size and address, and is organized by zip code, alphabetically, and by SIC code.

7. **Regional and State Industrial Directories**

These directories are usually alphabetical lists of manufacturers in individual states, however, some also include listings by city or by SIC code.

8. **Dun's Employment Opportunities Directory**

This listing profiles thousands of companies by industry, geographically and alphabetically. It also includes the branch offices, where applicable.

9. **The National Job Bank: A Comprehensive Guide to Major Employers in the United States** (J. Michael Fiedler, managing editor)

This document is organized by state and presents data on thousands of companies as potential employers. **Job Bank Guides** are also available for selected cities. Check with your local librarian to determine whether such a guide exists for the city that you wish to research.

10. **America's Corporate Families, the Billion Dollar Directory**

This directory lists parents and subsidiaries of U.S. firms.

11. **Directory of Corporate Affiliations**

This document includes parents, divisions, subsidiaries and affiliates.

12. **Who Owns Whom**

This multi-volume series is made up of several geographic directories (e.g., North America, United Kingdom and the Republic of Ireland, Continental Europe).

13. **Encyclopedia of Associations**

This document provides information on trade associations, their publications, libraries, addresses and telephone numbers. These associations may assist your research by making referrals to appropriate trade publications or experts, or by providing quick answers or statistics on your area of interest.

14. **Trade Journals and Associations**

Some of the best information about a company may be available through trade journals and associations. Many public, association, and college libraries have extensive collections of these journals. Through the articles, ads, and employment listings in these journals, you can learn who the major companies are, what the technology is about, and where the industry is moving.

15. **Better Business Bureau, Chamber of Commerce, Local Economic Development Agency**

These organizations can help you determine the reputation of a company you are researching. They are pretty good indicators of how the organization is viewed in the community.

Practice

The Company Information Record on the next page has space for *all* the information you might be able to find on a given company. For many jobs/companies, you would use the shorter form below to look for basic information such as:

- the company's product or service,
- reputation,
- size,
- the requirements of the job you want, and
- the names and phone numbers of the people you would need to contact.

Make copies of the Company Information Record. Using the mock write-up of Bell Communications on page 86, complete a practice sheet. Use other copies of the Company Information Record to research companies where you would like to work.

Company Information Record (short form)

Organization Name:
Address:
Phone:
Position of Interest:
Required Skills, Certification, Education, Work Experience:

Types of Services and/or Products:

Names and Phone Number of Possible Contact People:
  Owner: Phone:
  Foreman: Phone:
  Supervisor: Phone:
  Manager: Phone:
  Personnel Officer: Phone:
General Reputation in Industry:
Sources of Information (and date):
Date/Person Phoned and Results:

Company Information Record (long form)

Organization Name: ______________________________
Address: ______________________________
Phone: ______________
Position of Interest: ______________________________
Required Skills, Certification, Education, Work Experience: ______________
____
____
Characteristics of Ideal Candidate (preferred but not required): ______________
____
____
Division of Interest: ______________________________
Manager of Division: ______________ Phone: __________
Personnel Director: ______________ Phone: __________
Types of Services and/or Products: ______________________________
____
Location of Main Offices and Branches: ______________________________
____
Name of Chief Executive Officer (CEO) or President: ______________
Primary Points Made by CEO in Literature: ______________
____
Size of Organization:
Number of Employees: ______________
Sales Volume: ______________
Market Share: ______________
Assets: ______________
Assets/Debt Ratio: ______________
Statement of Corporate Mission: ______________________________
Plans for Future: ______________________________
Areas of Special Interest: ______________________________
Brief History and Growth Record (*pattern* of growth and diversification): __________
____
General Reputation in Industry: ______________________________
Organizational Structure: ______________________________
Media/Trade Journal Information: ______________________________
____
Better Business Bureau Report: ______________________________
Sources of Information (and date): ______________________________
Date/Person Phoned and Results: ______________________________
____

BELL COMMUNICATIONS RESEARCH*
RRC/169/5445/87
P.O. Box 1300
Piscataway, NJ 08854

Contact: **Manager**, Technical Employment

BACKGROUND AND OPERATIONS

Bell Communications Research (Bellcore) was established to be the central source for research and technology for the Bell operating companies. Its responsibility is to provide the Bell operating companies with the kind of technical support and expertise that will allow them to maintain, improve, and modernize their services and technologies and enable them to continue to provide telecommunications service of the highest quality.

Bellcore is owned by seven of the largest telecommunications carriers in the United States. These are NYNEX Corporation, Bell Atlantic Corporation, BellSouth Corporation, AMERITECH, Southwestern Bell Corporation, US WEST, and Pacific Telesis Group. Bell Communications Research is providing them with information systems, systems engineering, network planning services, projections of the types of equipment needed for network growth, and exploratory work in science and technology.

Bellcore's various facilities are located principally in northern and central New Jersey. The professional technical staff alone numbers over 4,000, but the company needs additional highly motivated people. The company is seeking graduates with PhD., M.S., or B.S. degrees in appropriate areas, as shown below.

ENTRY LEVEL

Computer Engineering and Computer Science Graduates. Assignments involve the planning, design, development, testing, and field support of combined hardware/software systems. Much of the work includes the development of real-time systems, with heavy emphasis on efficient database management and fast transaction processing. Effectively interfacing various distributed pieces of these systems with centralized portions is an important aspect of the work.

Electrical Engineering Graduates. Openings are available in the areas of voice/data network design, data communications and data protocols, software engineering, systems engineering, product development consulting, switching and transmission equipment, microprocessor-based electronics, compatibility and performance analysis, telecommunications standards, quality and reliability assurance, and network architecture.

Operations Research and Mathematics Graduates. Assignments include exploration of new methods; application of statistical analysis and probability theory; application of queuing theory and simulation; application of mathematical modeling and optimization theory; development of network-planning algorithms and software; and investment and demand analyses.

Chemistry Graduates. Typical assignments focus on the study of physical, chemical, and electrical properties of amorphous and crystalline semiconductors, optical fibers, and then films; analytical techniques for determining the response of electrical contacts to environmental or chemical contamination; and the synthesis of materials with novel switching applications.

Physics Graduates. Typical research work addresses state-of-the-art challenges in solid-state lasers, nonlinear and integrated optics, and electronic properties of surfaces. Broader opportunities include the definition and design of future digital network architectures; software engineering for switching, transmission, and information systems; and assessment of new technologies for voice/ data networking.

Psychology and Human Factors Engineering Graduates. There are assignments in auditory/visual perception; application of the principles of human factors engineering to laboratory and field studies of communication; design and evaluation of human interfaces to new communications systems and services; design of interfaces with information systems that affect human performance; and studies of the interaction of humans with hardware.

TRAINING

Bellcore's education programs ensure that all employees keep abreast of the latest advances in technology. New employees receive on-the-job training, and a wide variety of highly technical, managerial, and personal development courses are continually made available by Bellcore's education organizations.

Rotational assignments with the Bell operating companies are possible. In addition, the company offers a Career Development Program that provides employees with a variety of options to further their education and advance their careers, including a full-time and part-time Graduate Study Program. New Members of Technical Staff (MTS) employed at the bachelor's level may take advantage of the Graduate Study Program. Participation in one of the curricula leads to a master's degree within one to two years, depending on the option selected.

THE ORGANIZATION AS EMPLOYER

Bellcore provides its employees with a very attractive benefit program. Such benefits as life, health, vision, dental and disability insurance, retirement, savings, and investment plans, and educational opportunities add to the employee's total compensation. Under the Tuition Assistance Plan, regular employees who qualify, and whose courses are approved in advance, will be reimbursed for the cost of courses that are completed satisfactorily.

Bellcore is firmly committed to an affirmative action program and is dedicated to providing career opportunities for women, minorities, veterans, and the handicapped.

* Adapted from paid advertisement in *Placement Guide.*

3.6 TAKING EMPLOYMENT TESTS

Situation Analysis

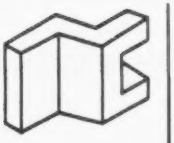
Some companies give employment tests as part of the interview process. The tests often are related to aptitude and/or to attention to detail. Usually they have been "normed" against people who work in similar positions and have taken the test. The grading scale is based on their answers. The tests help the Personnel Department determine if you are likely to be a good "fit" with the company and the job.

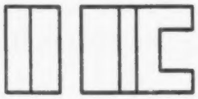
Usually your test scores will be in points that are added into a total rating score that is based on your resume and cover letter, your references and your interview. Most often, the tests look for one or more of the following:

- Ability to follow directions, *exactly*.
- Visual manipulation skills.
- Reading skills, especially how to analyze and find main ideas.
- Ability to deal with large amounts of similar information at one time.
- Math skills.

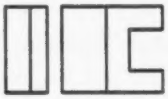
Following are three examples of typical questions from actual employment tests. Try your hand at them.

1. Circle the number of the letter that correctly depicts the front and side view of the drawing at the left.

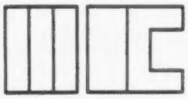




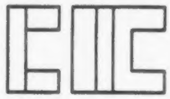
A



B

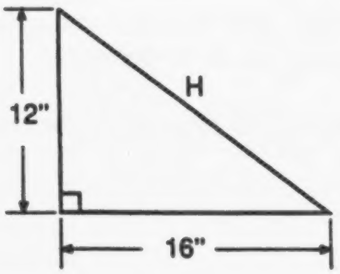


C

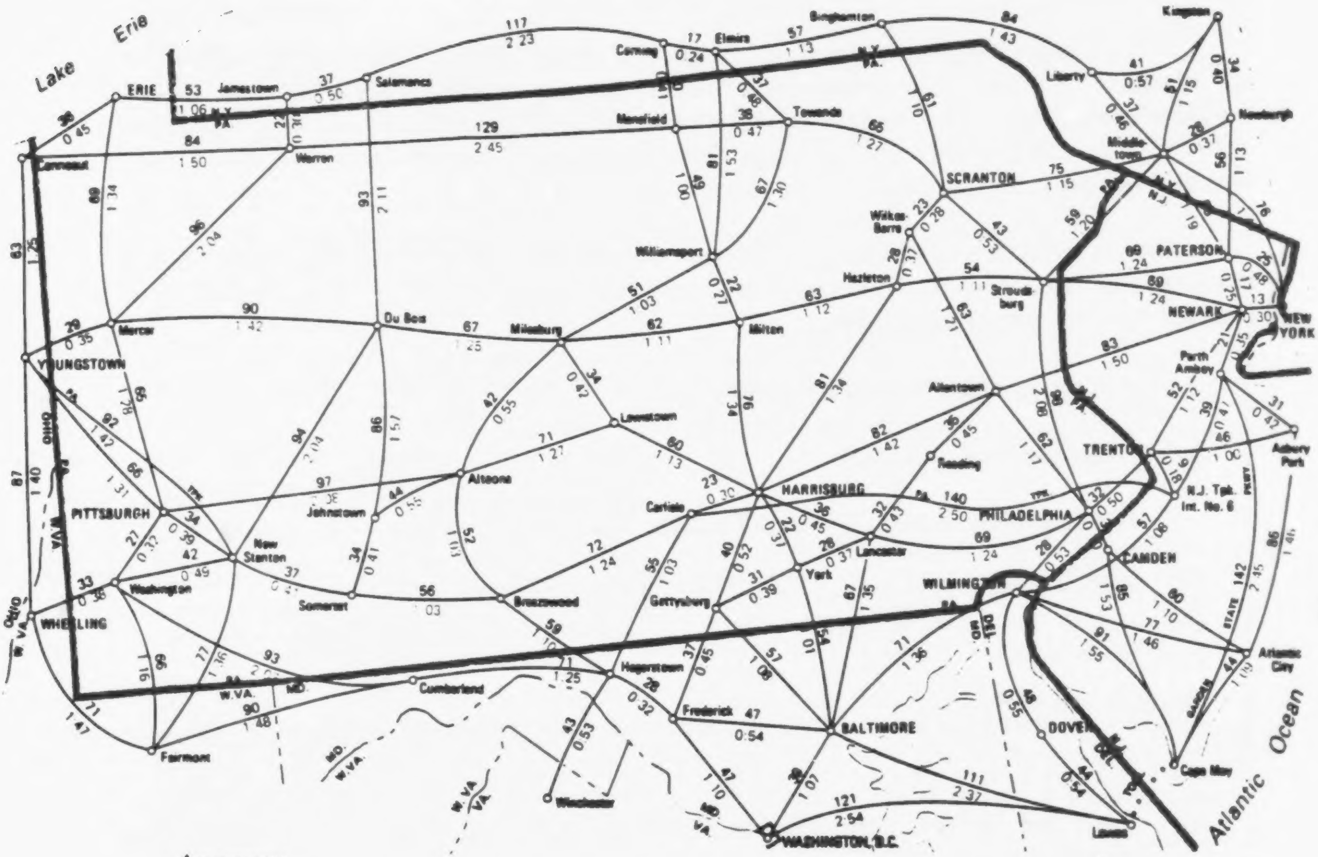


D

2. Find the value of the side "H."



3. The chart matches cities to times and distances. Route a truck from Washington, DC to Scranton, PA by the *fastest* way possible. Write out the names of the cities.


Lake Erie
ERIE
Jamestown
Salamanca
Corning
Elmira
Binghamton
Kingston
Liberty
Newburgh
Conneaut
Warren
Mansfield
Towanda
Middletown
N.Y.
PA.
N.J.
SCRANTON
Wilkes-Barre
Williamsport
Hazleton
Stroudsburg
PATERSON
NEWARK
NEW YORK
Mercer
Du Bois
Mileshurg
Milton
YOUNGSTOWN
Perth Amboy
Allentown
Lewistown
OHIO
PA.
W. VA.
TRENTON
Asbury Park
Reading
Altoona
HARRISBURG
PITTSBURGH
Johnstown
Carlisle
PHILADELPHIA
N.J. Tpk. Int. No. 6
New Stanton
Lancaster
CAMDEN
Washington
Somerset
York
WILMINGTON
WHEELING
Breezewood
Gettysburg
Atlantic City
Hagerstown
MD.
Cumberland
Frederick
BALTIMORE
DOVER
Fairmont
Winchester
Cape May
Lewes
WASHINGTON, D.C.
Atlantic Ocean
VA.
DEL.

Answers:

1. A
2. 20
3. Washington, Baltimore, Lancaster, Reading, Allentown, Wilkes-Barre, Scranton (5:24)

Get the Job Done

Following is a set of suggestions to use as you take employment tests. Read and consider each suggestion, and use it if it is appropriate.

1. Take the tests seriously, but not too seriously. You will never be judged solely on the basis of the test results . . . and no one expects you to do perfectly.

2. Try to relax while taking the test . . . and spend your time taking the test, not looking for "trick" questions.

3. Read and/or listen to directions carefully. Give the directions your undivided attention *all the way through—before* you begin working on any of the questions.

4. Skim the entire test before you start to be sure you know what it is about.

5. Read each question carefully and completely before you begin to answer it. Sometimes parts of questions will affect other parts . . . and sometimes there are trick questions.

6. Ask if there is a penalty for guessing answers you are not certain about. In general, if there is a penalty, do not guess unless you can narrow the answer to one of two possible choices.

7. If the test is timed—and many are—ask if accuracy or completion is more important. Many times difficult tests are timed to see how you perform under pressure. Usually accuracy is more important than speed.

8. Write your answers clearly. You cannot get credit for anything that is not clearly correct.

9. Use your time wisely. Do not linger too long on any one question. If you do not know the answer, skip to the next item.

Practice

List at least six suggestions for improving test scores.

____

____

____

____

____

____

3.7 CREATING AN EFFECTIVE RESUME

Situation Analysis

A good resume is your most critical piece of job search equipment. Resumes can serve many purposes, including:

- Introducing you to an employer to generate interest in you . . . like a sales brochure;
- Indicating how you think, how you express yourself and the image you project; and
- Helping you to catalogue your skills, experience, training, and achievements so that you can use the information convincingly.

A good resume, combined with an effective cover letter, can earn you an interview. Your resume and cover letter will be used to make judgments about who you are, what you can do, and how you work. An ineffective or poorly constructed resume will not lead to an interview because it shows lack of attention to detail, poor communication skills, or lack of qualifications for the job.

There are two types of resumes, *functional* and *chronological*. You may choose either one or a combination of both. The two types and their advantages and disadvantages are discussed below.

A Functional Resume groups your skills and responsibilities under headings that describe job duties, like:

- Technical
- Mechanical Maintenance
- Management/Supervisory
- Administrative

Your employers, education, and other information are then simply listed at the end.

Functional Resume

Advantages

- — emphasizes skills
- — incorporates wide variety of experience (helps overcome generalist problem)
- — masks spotty work history

Disadvantages

- — deemphasizes career growth
- — deemphasizes managerial/supervisory skills
- — disliked in some business, engineering and professional fields

A Chronological Resume lists and describes each position you have held in chronological order, starting with your most recent job and working back. It also lists information about your education and other activities.

Chronological Resume

Advantages

- — emphasizes career growth
- — emphasizes growth in responsibilities
- — emphasizes loyalty to company
- — emphasizes impressive job titles

Disadvantages

- — highlights spotty work history
- — works less well if changing careers

MILITARY EXPERIENCE
RESUME

EXAMPLE: FUNCTIONAL RESUME

Name
Address
Phone Number

SUMMARY OF QUALIFICATIONS

Over twenty years of experience in human resources development and management

- Recruiting and retention
- Professional communications and motivation
- Equal Opportunity and Affirmative Action
- Personnel staffing and evaluation
- Career development and training
- Compensation and benefits programs analysis

HUMAN RESOURCES MANAGEMENT

Doubled retention of skilled personnel within 4 years with known savings of $1.6M
Established work flow procedures resulting in a 15% increase in productivity

TRAINING AND CURRICULUM DEVELOPMENT

Managed formal training program based on job analysis
Established evaluation standards to measure training performance
Saved 15% training time by eliminating redundant instruction

ADMINISTRATIVE MANAGEMENT

Managed recruiting region, administering 14 units in 6 states
Responsible for record keeping of 1200 people, reduced financial error rates by two thirds in one year saving $90K
Reduced turnaround time on correspondence by 25% without loss of accuracy

FINANCIAL MANAGEMENT

Established controls to track expenditures, resulting in 10% savings over three years
Established record of operating within budget with end of year savings

INFORMATION SYSTEMS MANAGEMENT

Introduced new office equipment and revised existing system, resulting in $120K in savings
Conceptualized and wrote requirements for 6 separate information systems with potential for future integration

COMMUNICATIONS

Wrote speeches and reports for senior executives
Served as a military service spokesman at conferences and seminars
Delivered speeches to over 200 high schools and colleges

WORK HISTORY

United States Army, 1971-1991

EDUCATION

A.A., Community College of El Paso, TX, 1984

REFERENCES

Available upon request.

best copy available

EXAMPLE: CHRONOLOGICAL RESUME

Name
Address
Phone Number

EXPERIENCE:

1988-present **PLANS OFFICER**, Headquarters Marine Corps, Washington, DC
DEFENSE SYSTEMS ANALYST, HQ Marine Corps, Washington, DC

Coordinate participation in strategic planning with Joint Chiefs of Staff and allied forces.
Integrate forces numbering .5 million into major global and regional plans.
Formulate policy positions on Joint Operational issues.
Generate multi-million dollar budget estimates for plans.
Participate in the development of crisis management plans.

1983-1988 **S-3, OPERATIONS OFFICER (Trainer)**, 10th Marines, Camp Lejeune, NC

Developed lesson plans for training 4500 Marines to use supporting arms.
Developed system for reorganizing classified materials for five artillery battalions.
Supervised individual training of 4500 Marines, and established multiple training requirement schedules.
Awarded Meritorious Service Medal.

1981-1983 **J-3, OPERATIONS OFFICER**, Joint Exercise Control Group, Norfolk, VA

Developed and supervised training for Joint Chiefs of Staff exercise controllers.
As Command Briefer, prepared and presented formal briefings for visiting dignitaries.
Assisted in the development of the Joint Exercise Control Plan and Opposition Forces Plan for a major Joint Chiefs of Staff exercise.

1980-1981 **BATTERY COMMANDER**, 5th Battalion, 10th Marines, Camp Lejeune, NC

Managed Personal Reliability Program for 80 personnel responsible for the security and handling of special weapons.
Commanded an artillery battery consisting of $4 million worth of equipment.
Directed the tactical use and maintenance of all battery equipment.
Provided for the welfare, management and training of five officers and 105 enlisted personnel.
Awarded Navy Achievement Medal.

1978-1980 **ASSISTANT DIRECTOR** and **SERIES COMMANDER**, Special Training Division, Paris Island, SC

Supervised and trained three officers and 180 Drill Instructors.
Formulated $20K budget for division's supply and maintenance requirements.
Developed innovative physical training program for physically deficient recruits.
Performed escort duty for visiting dignitaries.

1975-1978 **BATTERY OFFICER**, 2nd Battalion, 12th Marines, Okinawa, Japan

Developed and managed a plan for the efficient management of the battery supply account. Served as Forward Observer, Fire Direction Officer, Fire Support Coordinator, and executive officer of 105mm artillery battery.

EDUCATION AND TRAINING:

Professional Training:
Joint Operations Planning Course
Nuclear Safety Officers' Course
Nuclear/Chemical Target Analysis Course
Jungle, Escape, Survival School
Fire Support Coordination Course
Artillery Officers' Basic Course
Artillery Officers' Advanced Course
The Basic School

Undergraduate Education:
University of Maryland, B.A. in Sociology, 1975

CLEARANCES:

Top Secret, NATO Top Secret

REFERENCES:

Available upon request.

EXAMPLE: COMBINATION RESUME

Name
Address
Phone Number

Objective: Mechanic or heavy equipment operator position utilizing military experience and technical training.

Experience: **U.S. Air Force**, November 1987—November 1990
AEROSPACE GROUND EQUIPMENT MECHANIC
Eglin AFB, FL

Worked on team to maintain and operate 50 pieces of power-generating equipment in support of a mobil radar unit with over 600 pieces of equipment requiring power generation.

Inspected, troubleshooted and repaired support equipment:

- Cummins and Detroit diesel engines
- 60 and 400 cycle generators
- gasoline engine generators
- turbine engines
- electric motor generators
- solid state electronic equipment

Analyzed and repaired:

- electronic circuitry
- circuit cards
- small gas turbine, gasoline and diesel engines
- control devices
- governors

Used with proficiency:

- multimeters
- oscilloscopes
- handtools
- ohmmeters
- transistors
- testers
- volt meters
- brush recorders
- circuit card testers

Maintained external fuel and grounding systems for generating systems.

Maintained appropriate maintenance records.

McDonald's Restaurant, Centerville, IL, September 1986-November 1987

Training:
High Reliability Soldering
Generator Sets Maintenance
Hydraulic Test Stand
Aerospace Ground Equipment Technician
Aerospace Ground Equipment Mechanic

Education: Community College of the Air Force
Aerospace Ground Equipment Technology, 27 semester hours

Pine Ridge High School, Centerville, IL, graduated June 1987

Awards: Air Force Good Conduct Medal
McDonald's 1-Year Excellent Service Award

References: Available on request.

Get the Job Done

The factual information you include on your resume depends upon your background and experiences as well as the positions you seek.

Below is an outline of sample headings of resume content. The order in which they are listed depends on your individual experience and job target. Remember, *lead with your strength.*

A. Required Content:

1. Identification: Name, address, home and work phone numbers.
2. Education/Training: School, address, degree, year awarded. Include military training, and try to describe it briefly.
3. Work Experience: Employer, address, dates, job title, tasks/responsibilities and accomplishments.
4. References: "References available on request" statement.

B. Additions and Options:

1. Special Skills
2. Career/Job Objective
3. Professional Summary
4. Related Experience (to the specific job)
5. Professional Memberships
6. Honors and Awards
7. Publications/Inventions
8. Personal Data: Security Clearance, Citizenship
9. Interests and Hobbies

C. "Options" you should **never** include:

1. Marital status
2. Names, ages, and number of children
3. Spouse's job
4. Age
5. Race
6. Religious and political affiliations
7. Height and weight
8. Photograph of yourself
9. Salary for each previous job

The "rules" for writing a resume are long, but not difficult. Read the rules carefully before you begin to develop your resume.

Resume Rules

1. Write your resume to show employers three things:

   a) The amount and kind of **responsibility** you have handled.
   b) The **results** you have achieved.
   c) The **relevancy** of your past responsibilities and accomplishments to their needs.

   It is helpful to think about your responsibilities in terms of problems you dealt with, actions you took to overcome the problems and what resulted from the action. Then you can develop *P*roblem—*A*ction—*R*esults (P-A-R) statements for each job and use them to write your resume.

2. List your **achievements** and **how you solve problems**, not simply your responsibilities. In other words, explain how you increased operational efficiency, the amount of money you saved or raised, the number of people who used the service or product, the action that came about as a result of your efforts, etc. Write these items in phrases that identify the problem, note the solution, and describe the result.

3. Use **action words (performance verbs)** to describe duties and accomplishments (designed, coordinated, initiated, produced, supervised, etc.). Avoid passive-sounding phrases such as "responsibilities included..." or "assisted with..." Write the verb in the correct tense. It is past tense if you have completed the job. It is present tense if you are currently doing the job. A list of action verbs is included on page 102.

4. Use **statistics or numbers** when you can, to show the results of what you did (i.e., size of organization, number of people supervised, length of report, time involved, size of budget, amount of money raised, etc.) Identify types of people, services, products, programs with which you worked.

5. Use the correct language—use the **words and phrases the potential employer uses** in the ads and organizational literature. Make your resume show that you're acquainted with the field. **Do not** describe your present job in military language

6. Emphasize the special advantages you bring by having a military background (see Section 2.2). These advantages include:

   - leadership training;
   - ability to conform to rules and structure;
   - ability to learn with advanced training;
   - ability to work as team member and team leader;
   - ability to work with all types of people;
   - ability to work under pressure and meet deadlines;
   - security clearances;
   - systematic planning experiences;

- emphasis on safety; and
- ability to give and follow directions.

7. **Be specific** about your job and accomplishments; leave nothing to the imagination.

8. **Be selective** in the information that you include in your resume. Choose only information that relates to the jobs you seek.

9. Include **volunteer** experience **relevant** to the position sought. Also, include data on travel, languages, hobbies, certificates, if relevant to the target job.

10. Avoid using abbreviations, "i.e.," and parentheses. **Spell out everything**, especially **military terms.**

11. **Do not include unnecessary data** about your age, height, weight, marital status, children, spouse, race, religious and political affiliations, hobbies, or personal photographs.

12. Select the **format** (i.e., Chronological, Functional, or combination) that will best **relate your experience** to your job target. There is no "standard" resume format to follow.

13. **Write your own resume**. Seek all the advice you can, but since you'll be the one at the interview, you'll make the best author. If you decide to use a resume writing service, work closely with the writer to make sure that the resume reflects *your* experience and personality.

14. Keep your resume **brief, clean** and **easy to read** with lots of white space on the page. Use the minimum number of words to convey what you wish to say. Be able to *defend every word.*

15. Match the "style" of your resume to the organization to which it is sent. Avoid the "slick look" that many resume-writing services offer. Print resume and cover letter on matching bond paper—white, bone, ivory, or light grey. Use black print and use a standard type face.

16. Avoid gimmicks, and cutesy resume write-ups. **Be creative, but always professional.** You want your resume to be circulated, but not for a laugh!

17. If possible, keep your resume on a disk so you can easily make changes. Check with your public library or community college career center to see if they have computers available that you can use, or write your resume and use a secretarial service to type it on disk.

18. Be impressive in describing your experiences, but always be **100% honest**. Never exaggerate or misrepresent yourself. Research data indicates that over 80% of

employers check with past employers, and 80% verify at least some information on the resume.

19. Make several **drafts** of your resume—boil it down to essential information and have it critiqued before it is copied. Recognize that you may need to write several different resumes in order to customize it for specific jobs.

20. **Always** send a *cover letter* to accompany your resume (see Section 3.8).

21. **Do not include names of references** on your resume. Include the statement "References available upon request" at the bottom of the resume. However, make copies of a typewritten list of references, including their names, titles, place of work, work address and work phone number. You may offer this list at an interview or have it handy for requests.

22. **Don't mention salary** on your resume. It is best discussed in person or in your cover letter if you are required to do so.

23. **Be positive** in what you say about yourself—stress your strengths, not your weaknesses.

24. Keep a **list** of all resumes sent to employers, including dates sent, to whom, and action taken.

25. **Use "feedback"** from friends, relatives, and interviewers as to how your resume is coming across and modify where necessary.

26. Your resume should not be longer than two pages. Often one page is enough, especially if you have limited work experience.

27. **Pay particular attention** to how your resume looks. Make sure there are no stray marks from the copy machine; make clear headings; leave some blank space on the page. If it *looks easy to read*, it *becomes easy to read.*

28. Include a **Special Skills** section when you can, to note languages that you speak, computer hardware and software that you can use, and machinery or equipment that you can operate, build or repair.

Practice

Read the following resume, looking for both positive and negative features. You should be able to identify at least six items to improve.

Do not make these mistakes on your resume!

NAME
ADDRESS
PHONE

Career Objective

Challenging and dynamic position as an ELECTRONICS TECHNICIAN with upward mobility utilizing all educational and on-the-job training opportunities.

Summary of Qualifications

Four years experience as an electronics technician.
Evaluate completed projects for quality assurance.
Equally effective working in self-managed and team projects.
Dedicated to professionalism, highly motivated toward goal achievements.
Resourceful and self confident; able to do the job right efficiently.
Honest, straight forward, respected and trusted by peers.
Assist others whenever possible.

Technical Experience

- Analyzed voltage waveforms with use of test equipment.
- Interpreted schematics to isolate possible faults.
- Examined repair manuals to perform maintenance on electrical components.
- Identified and repaired interconnecting wires and cables with RF test equipment.
- Responsible for all electronics in work center.
- Operated all test equipment used for troubleshooting.
- Programmed navigational computers.
- Repaired and replaced circuit parts.
- Measured voltage and resistance values with various test equipment.
- Performed scheduled and unscheduled maintenance.
- Manipulated and maintained wide range of handtools.
- Soldered and spliced connections.
- Trained newly assigned personnel in use of test equipment and safety practices.

Clearance

Held secret clearance in UNITED STATES NAVY.

Professional Education/ Training

Electronics "A" school, specializing in transistor theory, circuit analysis and troubleshooting skills.
Basic electricity and electronics.
Radar immediate school.
Tactical navigational school.
Helicopter electronics training.
Electronics corrosion control.
Magnetic anomaly detection.
Time domain reflectometry.
Over 51 weeks of other training.
Associates of Science expected April 1989.

Honors

Honorable discharge United States Navy.
Good conduct medal.
Armed forces expeditionary medal.
Sea service ribbon.
Letter of commendation.
Meritoriously promoted ahead of peers.

Personal Data

Age 22; married with one child; excellent health—non-smoker.
Enjoy family outings, windsurfing, racquet ball.

References

Excellent references and further data available upon request.

Once you have reviewed the "bad example" resume above, use the Resume Worksheet on pages 100 and 101 to help you write your resume. Then use the checklist on page 103 to be sure your resume is perfect. Rate each element of your resume on a 1 to 5 scale: 5 = Excellent; 1 = Poor.

RESUME WORKSHEET

NAME: ______________________________

ADDRESS: ______________________________

HOME PHONE: ______________________________

SKILLS (List all skills that may possibly be job related):

______________	______________
______________	______________
______________	______________
______________	______________

WORK EXPERIENCE (list your most recent military assignment first and work backwards, listing all your assignments and previous jobs):

1) DATES: __________ JOB TITLE: __________ EMPLOYER: __________
LOCATION: ______________________________
DUTIES: ______________________________
____
____

2) DATES: __________ JOB TITLE: __________ EMPLOYER: __________
LOCATION: ______________________________
DUTIES: ______________________________
____
____

3) DATES: __________ JOB TITLE: __________ EMPLOYER: __________
LOCATION: ______________________________
DUTIES: ______________________________
____
____

4) DATES: __________ JOB TITLE: __________ EMPLOYER: __________
LOCATION: ______________________________
DUTIES: ______________________________
____
____

5) DATES: ____________ JOB TITLE: ____________ EMPLOYER: ____________
LOCATION: ____________
DUTIES: ____________
____
____

EDUCATION (including any vocational or training courses):

1) Certificate or degree: ____________
School: ____________
Years Attended: ____________
2) Certificate or degree: ____________
School: ____________
Years Attended: ____________
3) Certificate or degree: ____________
School: ____________
Years Attended: ____________

ACTIVITIES (community service, organization affiliation):

1) Activity: ____________
Place: ____________
Duties: ____________
2) Activity: ____________
Place: ____________
Duties: ____________
3) Activity: ____________
Place: ____________
Duties: ____________

Action Verbs to Describe Accomplishments

PEOPLE

____ Accomplished
____ Activated
____ Adapted
____ Adjusted
____ Administered
____ Advertised
____ Advised
____ Analyzed
____ Arranged
____ Assembled
____ Assisted
____ Calculated
____ Catalogued
____ Chaired
____ Collaborated
____ Conceptualized
____ Conciliated
____ Conducted
____ Consulted
____ Contracted
____ Coordinated
____ Delegated
____ Demonstrated
____ Devised
____ Directed
____ Distributed
____ Effected
____ Explained
____ Indoctrinated
____ Managed
____ Motivated
____ Organized
____ Programmed
____ Promoted
____ Stimulated
____ Supervised
____ Taught

THINGS

____ Built
____ Calculated
____ Changed
____ Compiled
____ Completed
____ Constructed
____ Created
____ Designed
____ Drafted
____ Edited
____ Enlarged
____ Established
____ Evaluated
____ Examined
____ Expanded
____ Expedited
____ Fabricated
____ Facilitated
____ Familiarized
____ Formulated
____ Generated
____ Governed
____ Guided
____ Hired
____ Identified
____ Improved
____ Increased
____ Indexed
____ Influenced
____ Informed
____ Instrumented
____ Invented
____ Prepared
____ Programmed
____ Revised
____ Specified
____ Used

IDEAS

____ Adapted
____ Analyzed
____ Coordinated
____ Created
____ Defined
____ Devised
____ Educated
____ Established
____ Executed
____ Explained
____ Illustrated
____ Implemented
____ Initiated
____ Innovated
____ Integrated
____ Interviewed
____ Investigated
____ Maintained
____ Manipulated
____ Marketed
____ Modified
____ Monitored
____ Negotiated
____ Obtained
____ Persuaded
____ Presented
____ Presided
____ Processed
____ Proposed
____ Publicized
____ Recommended
____ Recorded
____ Recruited
____ Related
____ Surveyed
____ Synthesized
____ Transmitted
____ Wrote

Resume Checklist

CONTENT	Excellent 5	Above Average 4	Average 3	Below Average 2	Poor 1
Order of Information					
Does the most important category come first?					
Is the organization logical and clear?					
Completeness					
Are all major topics—especially the characteristics of the ideal candidate emphasized by employer—covered?					
Is each area concise yet complete?					
Are duties *and* achievements described in specific terms?					
Relevance					
Is there a clear reason for each piece of information?					
Has the information been tailored to a targeted field and job?					
APPEARANCE	Excellent 5	Above Average 4	Average 3	Below Average 2	Poor 1
Layout					
Is the resume appealing and easy to scan?					
Does it use headings effectively?					
Does it use white space, indentation, underlining, capitals, and spacing effectively?					
Does it have professional look?					
Consistency					
Are layout features—headings, spacing, type face, ink—handled consistently throughout?					
Is the wording consistent throughout (parallel structure or noun or verb beginnings)?					
LANGUAGE	Excellent 5	Above Average 4	Average 3	Below Average 2	Poor 1
Word Choice					
Are action verbs used?					
Are inappropriate jargon and military abbreviations avoided?					
Is the language clear and straightforward?					
Mechanics					
Are there any errors in spelling, grammar or punctuation?					
Are there any typographical errors?					

3.8 DEALING WITH SPECIFIC STRENGTHS AND LIMITATIONS ARISING FROM MILITARY EXPERIENCE

Situation Analysis

Any job, in any organization, will give you knowledge and skills that will be valued by future employers. For example, the leadership training you received in the military can be very valuable in the civilian job sector. Similarly, working in any organization can make you become so used to doing activities in a certain way, that you will have to "untrain" and "relearn" how to do them to work some place else. Even the terms or words you frequently use will be different. For example, the use of military lingo is so widespread in the service, you must "unlearn" this language and speak plain English before an employer will understand you.

This section addresses the specific strengths and limitations of working in the military. As you read this section, think about your experience in the service and what you can do to capitalize upon your strengths and overcome any limitations.

Get the Job Done

Strengths

Your military service has given you training and work experience useful to many employers. Your task is to consider your own work and find a way to use the information to your best advantage. Following is a list of *some* strengths you probably have used in your military service. As you read the list, make notes about your own experiences. You will use the notes later in preparing your resume to emphasize points the company is looking for.

1. *Leadership training*—The military trains people to accept responsibility and give direction. You may have had responsibility for other people and for activities as well as for yourself. You are trained to lead by setting an example, and by giving directions. You probably do both well and have examples you can use to make this point.

2. *Ability to conform to rules and structure*—In any large organization, and especially the military, there must be rules and structure to avoid chaos. You have learned and followed rules everyday in the service. Companies value employees who will be "team players," follow the rules and fit into the structure of the workplace.

3. *Ability to learn with advanced training*—You received intensive, and often specialized, advanced training in the service. You put that training to use in two ways: a) to do the job and b) to continue training to up-grade your skills. Therefore, you know how to value and use training, both for work today and to adjust to the changes of tomorrow. It is a good topic to discuss.

4. *Ability to work as a team member and a team leader*—Key to the military experience is the ability to work as a member of a team. You understand that everything you do affects someone else...and you accept the responsibility. You may have served as a team leader where you analyzed the situation and options, made decisions, gave direction, followed through, and accepted responsibility for your actions. Cooperative effort is necessary in any business, and you have a proven record.

5. *Ability to get along and work with all types of people*—The military attracts all types of Americans regardless of race, gender, economic status, age, religion, attitude, intelligence, or handicapping condition. In the service, you have worked for and with people of all types of background, attitudes, and characteristics. The experience has prepared you to work with all types of people in civilian life.

6. *Ability to work under pressure and to meet deadlines*—In the military you must *perform*. You must do your job, do it right the first time, and do it on time. There is pressure and stress; if you fail, many people will suffer. This attitude toward work is valued in the business community.

7. *Familiarity with records*—You are familiar with the necessity to keep records and complete paperwork. You understand the need to be accountable for everything you do.

8. *Systematic planning*—Most military operations require thorough planning. You must consider objectives, the strengths and limitations of others, resources, time schedules, logistics, and various other factors. You also assess progress during the operation. The ability to plan is highly valued in many civilian job settings.

9. *Emphasis on safety*—Military safety training is among the best in the world. You understand the cost in lives, property, and objectives when safety is ignored. An emphasis on safety will often be valued in the civilian work force.

10. *Ability to give and follow directions*—You know how to work under supervision. You understand and respond to orders and understand accountability for your actions. Being disciplined in your life and when dealing with others is important in the workplace.

11. *Drug free*—With your honorable discharge, you are certified drug free. Most employers will view this as a distinct advantage.

12. *Security clearances*—Many military personnel have achieved some level of security clearance. For some employers, your clearance will simplify the process of applying for a civilian clearance and save them money.

Limitations

Your military experience also leaves you with several limitations that you must overcome. These limitations are *stress factors* that you will learn to handle. Each of the factors is briefly described.

1. *Communication*—The military "talks" in alphabet soup. You have learned to use *letters* and not *words*—and everybody in the military understands, but almost nobody outside the service will! You must consciously think about using words, not letters, to communicate with civilians. It is tough, but not impossible. It is just using the other part of the language you already know.

2. *Psychological stress*—Change is always difficult, and leaving the service means a lot of change . . . change in your dress, your job, your pay, your daily activity, your location, and so forth. You will have lots of details to take care of to make the changes and to find a job. Don't feel like you have to "do it all by yourself." Let your friends and family help. Develop a network of people who can help you with job leads, and use the base counseling service to discuss problems and concerns. Actively involve your spouse in making decisions about jobs, locations, and all the other decisions related to transition. Gather the information and complete the forms suggested in this course *now* to relieve stress later.

3. *Money*—Leaving the military will mean the temporary loss of a regular paycheck. Experience suggests you may go a few weeks to many months without work. Some data suggests it may take up to 9 months to find the right job. You will need to save money, figure out how much money you will need, and develop a budget. Even though this program will reduce the time you spend unemployed, you will still need to budget and conserve resources.

4. *Stereotypes*—Some employers have false impressions of the military. Like all stereotypes, they are based on bad data. Some of the stereotypes include:

   - all military personnel are rigid and lack creativity;
   - in the military you don't have to work hard;
   - the military does not expect you to be accountable;
   - military life is "easier" than civilian life; etc.

   Being aware of the stereotypes up front will help you break them down when you encounter them.

Practice

Review the list of strengths and limitations of military experience. Make notes about how each one relates to you personally. This is information that will be important when you develop answers to interview questions.

Jim Sottile 1991

3.9 TRANSLATING MILITARY WORK/TRAINING INTO CIVILIAN TERMS

Situation Analysis

One of the tasks in writing your resume is "translating" your military experience into civilian terms. Three areas are of special concern:

- strengths from your military experience;
- training; and
- job titles and tasks.

Section 3.8 of this book is devoted entirely to discussing the strengths arising from military experience.

In this section we suggest some general guidelines for translating military work and training into terms a potential employer should understand more easily. Follow the guidelines to analyze your own jobs and experiences.

Get the Job Done

As you create your resume, avoid military jargon and military terms. Most civilian employers will not understand military jargon, abbreviations and acronyms. Many will resent your use of military terms because they do not understand them. Therefore, use the following guidelines to overcome some of the problems:

1. Avoid acronyms and abbreviations. Write out the terms and, when necessary, explain them.

2. For specialized military training, list the names and dates of professional and technical courses you have taken.

3. Use a line or two to describe (or list) some of the topics you studied in the course that may be pertinent to the job you are applying for. For example, write "Management and Supervision" as a course title. Then add the course content: equal opportunity law; giving and receiving positive and negative feedback; and giving directions. Repeat this process for coursework related in any way to the job for which you are applying.

4. Consider your military jobs one at a time. First, list the nouns associated with your job. Nouns are the people, places, and things with which you worked. Next, list the verbs that relate to your job. Verbs are the action words that describe what you did. If you take the two together, it will suggest a broad category of civilian jobs. Several brief examples follow.

	Tasks	Civilian Job Title
a) Job #1	Nouns—airplanes, tools Verbs—fix, maintain, repair	Mechanic
b) Job #2	Nouns—people, buildings/grounds Verbs—protect	Security/Law Enforcement
c) Job #3	Nouns—soldiers Verbs—direct, correct	Manager

5. Once you have identified the general job title for which you have experience, go to the library and look at the *Dictionary of Occupational Titles*, published by the U.S. Department of Labor. This book tells you three critical things about each job. First, and most important, it describes the major tasks and responsibilities for most people who hold the job. Remember, these duties are part of the characteristics of the ideal candidate so you will want to see how your work matches up. Second, the write-up often indicates expected formal training for the job as well as how the jobs are classified into pay grades. For example, a machinist rating may be based on production rate while a managerial position may be based on number of people supervised. Third, the write-up usually indicates which other jobs are closely related to the one you are reading about.

Practice

Now try this process for your current job.

DICTIONARY
OF
CIVILIAN
TER
AND
PHRASES
DICTIONARY OF CIVILIAN TERMS AND PHRASES

Jim Sottile 1991

3.10 WRITING COVER LETTERS

Situation Analysis

The purpose of a cover letter or letter of application is to introduce yourself to an employer *and* to sell the employer on how well your specific skills/abilities/attributes match the organizational needs. The letter is very important. It introduces your resume and indicates the job you are seeking. It indicates how and when someone can contact you. It relates your military work experience and training to specific employer needs. It demonstrates your ability to communicate and to influence people. Finally, it customizes your resume to a specific job. The idea is to score points in the rating process and to make the reader want to carefully read your resume.

Get the Job Done

The rules for writing cover letters are straightforward and important. Read the rules, then look at the examples. Pay attention to the tone of the cover letter and to the information it contains.

All effective cover letters have three main parts: the introductory information, the body, and the concluding information. The introductory information identifies the specific job and how you learned about it. The body matches your skills, training, and experience with those required for the job. The concluding information refers the reader to your resume, indicates how you can be contacted, and asks for an interview.

The rules are as follows:

1. Use standard business letter format.
2. Type the letter on bond paper that matches your resume.
3. Proofread carefully. Make sure there are no typographical errors (typos) and that you use good grammar.
4. Be formal, polite, honest, and assertive.
5. Keep the letter to about a page. You will probably need four paragraphs—an introductory paragraph; one paragraph on work experience; one paragraph on training; and a closing paragraph.
6. Sign and send the original. Keep a copy.
7. Address the letter to a specific person in the company. If you are answering an ad that does not give a person's name, call the company and try to find out who to send it to. If you cannot get a specific name, start the letter with "Dear Sir or Madam:"

8. In the first paragraph, include the following information:

   a. refer the reader to the enclosed resume;

   b. identify the position or type of job you want and state your career/job objective;

   c. explain how you learned about the opening: newspaper ad, name of the person who referred you, etc.; and

   d. tell why you are interested in working for that particular company.

9. In the second paragraph, sell your skills by matching your capabilities to the duties of the job *and* the characteristics of the ideal candidate. Talk about your military work experience and match your transferable skills to the needs of the employer. Explain one or two of the items from your resume that provide evidence for the skills listed.

10. In the third paragraph, talk about education and training that relates directly to the job. Mention specific skills and knowledge you have acquired in specific courses and how they relate to the job you want.

11. If appropriate, include skills you have gained from volunteer, community, and organizational activity. You also may include a paragraph on work experience outside military service, if it is appropriate.

12. If the ad asks for your salary history or required salary, add a paragraph here. Briefly list your jobs and the value of your salary *and* benefits for each.

13. In the last paragraph, include the following information:

    a. request an interview at the interviewer's convenience and create a situation to follow-up by saying something like "I will check with you next week to arrange an interview at your earliest convenience";

    b. clearly tell where you may be reached, including your telephone number during working hours;

    c. tell whether your present employer may be contacted for a reference; it is assumed that they may contact your present employer unless you indicate that you are "applying in confidence";

    d. offer to send any other needed information; and

    e. if you are applying for a job in a distant city, indicate when will be the best time for you to go there for the interview.

14. Do your homework on the company. Read the Annual Report. Check out their Dun and Bradstreet listing; **talk** with someone who works there; check with the Better Business Bureau and Chamber of Commerce. Find out the type of person they will hire, the duties of the position, and the characteristics of the ideal candidate. Then you can use these in your cover letter. (Refer to Section 3.5, Researching the Company.)

Now refer to the following example letters. As you read the letters, check for each of the guidelines. The letters can serve as models when you write your own cover letters.

NOTE: Cover letters are sometimes used as "broadcast" letters. A broadcast letter is a form letter that you develop about yourself. It is sent to *many* companies, along with your resume, in hopes that someone will be interested enough in your skills to call you for an interview. Unless you have particular skills that are *very much* in demand, the broadcast letter approach to job search is not a good use of your time or money.

JOHN DOE
Anydrive Drive
Norfolk, VA 33333
(804) 727-7272

February 25, 1991

P.O. Box 1472
Norfolk, VA 33334

Dear Sir or Madam:

Please accept my resume as application for the data entry position advertised in the *Tribune* on Sunday, February 25, 1991.

My typing speed is 80 wpm, and I am familiar with a variety of keyboards and word processing software. I have two years of military experience as a production typist. Additionally, I received extensive keyboarding and data entry training while I was in the service.

I would appreciate meeting with you at your earliest convenience to discuss the position.

Sincerely,

John Doe

JOHN DOE
Anydrive Drive
Norfolk, VA 33333

February 25, 1991

Ms. Mary Smith
XYZ Corporation
1234 Main Street
Norfolk, VA 33333

Dear Ms. Smith:

Enclosed please find my resume in reference to your ad in the *Tribune* on Sunday, February 25, 1991, for a senior computer programmer.

My work experience has provided an opportunity to master many of the skills your ad requests. As a military officer, I have worked both as a leader and as a team member. During 1990, for example, one of my responsibilities was to head a team that traveled to California to build a new bridge. I directed all phases of the development. We not only built the structure to specifications, but completed it ahead of schedule. Additionally, I have been awarded a Letter of Commendation as a squad leader responsible for the work activity of 30 soldiers.

For the past year, I have been a part-time student and computer operator at Norfolk State University. I have had the opportunity to learn the operating systems of IBM 4341 and Hewlett Packard 3000 series computers and gain extensive knowledge in the areas of production scheduling and multiple user resource allocation. I have a thorough understanding of PASCAL, FORTRAN, and COBOL and am taking a class in advanced statistics to supplement my knowledge of computer applications in this area. My degree in computer science was awarded in December 1990.

I would welcome the opportunity to discuss my qualifications with you in a personal interview. You may contact me at 804-771-7711 from 9:00 a.m. to 5:00 p.m. on Tuesday and Thursday or by leaving a message on my answering machine at 804-661-6611. I look forward to hearing from you.

Sincerely,

John Doe

Practice

Now read the following cover letter while referring to your guidelines. What is wrong with the letter? You should be able to identify at least seven problems.

XYZ Foundation
715 First Street
Ann Arbor, Michigan

Dear Personnel Director:

I am enclosing resumes—one short, the other detailed—along with a recent newspaper article that briefly but accurately summarizes my background.

I feel that my experience encompasses all of your job needs and I hope that you can arrange an interview.

The President, Founding Directors, and Trustees of the Institute are aware that I wish to make a job change. My leaving is totally amicable—and regretted on their part. My wishing to make a job change is confidential and can best be discussed during a personal meeting.

I may be reached at the telephone number above or at my home telephone number.

I hope to hear from you shortly to arrange an interview.

Sincerely,

1.

2.

3.

4.

5.

6.

7.

4. THE INTERVIEW

4.1 UNDERSTANDING THE INTERVIEW PROCESS

Situation Analysis

The purpose of all interviews is really the same—to find the "best" person for a job—but interviews can be conducted in different ways. There are two types of job interviews, the *screening* interview and the *selection* interview. Within the *selection* type interview, you may find three variations:

- individual selection interview,
- selection board, and
- stress interview.

A company may use more than one type of interview for each applicant as a part of its screening process. Descriptions of each type follow:

1. A *screening interview* lasts only about 30 minutes. Its purpose is to narrow the list of candidates from a large number, about 10 or 12, to a smaller number, about 3. The interview questions tend to remain more general and you have less of an opportunity to sell yourself as the ideal candidate. Usually a personnel officer or recruiter conducts this type of interview. Sometimes, especially for sales positions, a screening interview may be conducted on the telephone. Be prepared!

2. An *individual selection interview* is a more in-depth conversation. The interviewer may be the person who will be your supervisor. Hiring decisions are made based on this type of interview. The interview usually lasts at least an hour and the questions cover your skills, experience, and training. There also is a discussion of the duties and opportunities of the new job, salary, benefits, and working conditions, as well as time for you to ask questions. You must sell your:

    - skills,
    - interest,
    - enthusiasm, and
    - understanding of the job.

3. A *selection board interview* is used by most government agencies and some firms for professional and managerial positions. Usually three or more people sit on the board, and all candidates are asked the same questions. The session is long, usually involves more structured questions than a selection interview, and generally does not include discussion of salary and benefits. The process can be stressful because

Reproduced from poor document.

you feel "ganged-up" on and you must try to satisfy the needs of several people, all at the same time.

4. A *stress selection interview* is not very common, however, sometimes an interviewer has a very aggressive or hostile attitude and fires questions like a drill sergeant. The questions may be inappropriate or even illegal. When this happens, you usually are being tested on how you react under pressure. Avoid loosing your temper! Maintain control and politely refuse to answer any questions that make you feel uneasy. Smile when you get the chance and remind yourself not to take it personally.

INTERVIEW STAGES

Each interview is different but all seem to break into five stages:

- Introductory Stage
- Employer Questions—Part 1
- Employer Questions—Part 2
- Applicant Questions
- Closing Stage

The better you understand each stage, and what is expected of you, the better your chances of being selected. The 5 stages are described below—based on a 1-hour interview. Actual interviews last from 20 to 90 minutes, however, the *percentage* of time spent in each stage remains about the same.

Introductory Stage

Length:	About 6 minutes (10%)
Focus:	Nonverbal presentation of you—your appearance, your general attitude, and how well you handle your nervousness.
Questions:	Small talk/discussion about interests and hobbies, the traffic, or the weather.
Decisions:	The interviewer forms initial impressions, especially about the decision to *reject* candidates during this introductory stage. The decision to hire someone is not *made* at this stage but is *begins* here. Remember—you never get a second chance to make a first impression!

Employer Questions, Part One

Length: About 15 minutes (25%)

Focus: How well your skills and attitudes might fit into the company.

Questions: Topics allow you to talk about yourself and reveal how you think about things. Questions often focus on decisions such as:

- "Why did you join the armed services?"

Questions also are intended to reveal your attributes such as tact, teamwork, or maturity, for example:

- "Why did you decide to leave the military?"
- "Describe your best boss."
- "What kind of situation would make you lose your temper?"

Decisions: The interviewer is trying to determine how well your general attitude and skills fit with the company image and work culture. Also, if he or she has decided to reject you, he/she is looking for data to confirm that decision.

Employer Questions, Part Two

Length: About 20 minutes (33%)

Focus: How well your skills and experience meet the needs of the company.

Questions: These are the toughest questions and require the most preparation. The types of questions you should expect include:

- "What types of contributions would you see yourself making to this organization?"
- "Exactly how does your background fit into the job?"
- "What has been your biggest challenge and how did you deal with it?"

Often during this stage you can begin to ask questions that deal with your perceptions about how well you may fit into the company.

Decisions: The interviewer is trying to match your specific skills and abilities to the job.

Applicant Questions

Length: 5 to 10 minutes (8% - 16%)

Focus: Your need for information.

Questions: You may ask any of the questions you have prepared for the interview. Be prepared! This is your opportunity to demonstrate that you have done your research.

Decisions: The interviewer is trying to determine how you process information, how you make decisions, and what is of greatest importance to you.

Closing Stage

Length: 5 minutes (8%)

Focus: Summarize and end conversation

Questions: Usually instead of questions, you have clues like:

- "Well, that's about all . . ."
- "Do you want to add anything else?"

Decisions: The interviewer will notice if you observe the need to draw the session to a close. If you are sure you want the job, you can reinforce your desire by simply *asking* for the job. However, unless it is a sales position, you may want to ask subtly.

Following are some examples of how you may ask for the job. As you read the examples, remember, *assertive* is okay, *aggressive* is not!

1. "Mr./Mrs./Ms. Jones, when do you plan to fill the position?"

   They'll usually tell you, then you can politely suggest that you call on that day to check on status:

   - "If you don't mind, I'd like to call you on that day to find out what my status is."
   - "Would it be ok if I called then to check the status of the position?"

2. If you believe the interview went particularly well, ask what the interviewer thinks your chances are . . . and perhaps if you will be hired.

   "Mr./Mrs./Ms. Jones, after talking with you, I'm even more interested in the job, and I hope I've answered all your questions. What can you tell me about my chances?"

3. "What's standing between me and the job?"

   This is a real zinger. The interviewer will be hard pressed to tell you, but if you get an answer, it gives you the chance to respond. Be careful not to respond in a way that is aggressive or defensive!

Usually the Personnel Director and the supervisor for the position will confer before anyone is offered a job. So, don't feel discouraged if the interviewer does not give you the encouragement you would like.

Get the Job Done

Remember, all interviews are about the same process—the sharing of information. Your responsibility as a job seeker is to expedite this process and to focus the interview on the match between your skills, knowledge, and experience and the needs of the company. Following are eight tips to a better interview. These ideas are explained in more detail later in this chapter.

1.	BE PREPARED	• Practice! Practice! Practice! • Anticipate possible questions and practice answers to each of them. • Research—know something about the company before the interview • Prepare questions to ask in the interview.
2.	BE PUNCTUAL	• Don't just be on time, be early.
3.	LOOK GOOD	• Go to the interview neat and clean. • Dress conservatively and comfortably. • Avoid heavy make-up and trendy or flashy clothes or jewelry.
4.	WATCH YOUR BODY LANGUAGE	• Offer a firm handshake. • Stand or sit erect but comfortably. • Sit down only after offered a chair. • Lean forward in your chair and relax. • Don't fidget. • Use eye contact.
5.	CARRY A PORTFOLIO	• Show the interviewer that you plan ahead. • Bring all necessary information and more: —resume, —letters of recommendation, —samples or pictures of your work (if appropriate).
6.	BE ENTHUSIASTIC	• Have an absolutely positive attitude in the interview. • Be friendly but not too familiar. • Don't be negative about anything! • Sell yourself—the difference between bragging and self-confidence is enthusiasm. • Use eye contact and voice expression to your benefit.
7.	SAY THANK YOU	• At the end of the interview, thank the interviewer for the time. • Follow-up with a brief thank you note that: —reviews points brought up in the interview and —adds ideas you forgot to mention.
8.	SMILE	• Don't grin, but smile as you would in any conversation.

Practice

1. Think about presenting yourself and your qualifications during the different stages of an interview. Practice before a mirror or a video camera.

2. Review the eight tips on the previous page. Think about how each one of them applies to you.

4.2 PREPARING FOR THE INTERVIEW

Situation Analysis

A successful interview starts long before you meet the Personnel Director. It begins with homework and preparation. Your responsibility is to know as much about yourself and the company as possible before you walk into the interview. You also need to prepare to ask and answer questions, but those tasks are discussed in Section 4.8. Planning and preparation make you confident and help you perform in the interview. Just like in the service, *practice makes perfect.*

Get the Job Done

Your chances of getting the job are zero if you don't know what you want *and* something about the company before you begin the interview. Use the following guidelines to prepare.

1. Review your career/job needs in terms of:
    - goals,
    - salary requirements,
    - preferred type of work, and
    - area of the country where you want to live.
2. Review the company's job requirements. Pay particular attention to:
    - items referred to as the characteristics of the ideal candidate, and
    - duties or responsibilities of the position.
3. Think about how you would ask a question about each qualification if you were the interviewer. Then, write down your answer and practice delivering it out loud.
4. Think about your background and how your experience relates to the position description and qualifications. Then review and get really comfortable with
    - your career catalog,
    - your goals,
    - your work and training experiences, and

- a copy of your resume or the job application you filled out for the company.

If necessary, read supplemental materials in areas in which you feel weak.

5. Research the company. You *must* be informed about the industry and the specific company. Learn the organization's product and service line, locations of divisions, names of executives, and future plans.

6. Assemble a portfolio to take with you. Include:

    - a pad and pen;
    - your resume;
    - a copy of the application form;
    - your reference list or letters of reference;
    - sample work products (if appropriate);
    - your notes on the company;
    - a list of questions to ask the interviewer (see Section 4.8); and
    - any correspondence from the company.

7. Get a good night's sleep before the interview. Relax, review data, and avoid hangovers.

8. Get up in time to shower, dress carefully, and get your papers together.

9. Leave for the interview with plenty of time to get there. Plan to arrive at least 15 minutes ahead of schedule. Once you have arrived, relax and compose yourself. Look around your surroundings; notice the people, objects, and the decorating and decide what they tell you about the company. Review the materials you have brought along, *if* it will ease your mind.

10. Smile.

4.3 GROOMING

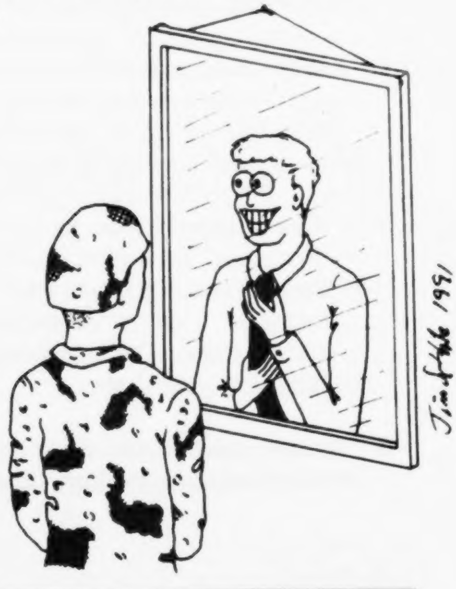
Situation Analysis

You should look your best when you go to a job interview. You only get one chance to make a first impression, so make it a good one. Remember, first impressions are formed in about 6 minutes, beginning when the interviewer first sees and greets you.

You need to look professional, confident, and competent. The idea is to look like you belong in the organization, to suggest you are ready to go to work and to show respect. Remember, General Robert E. Lee wore his very best uniform as a sign of respect when he surrendered to General Ulysses S. Grant to end the Civil War. Respect is what you want to convey with the clothes you choose. You want the interviewer to consider you for your skills, not because you wore trendy or inappropriate clothes that set you apart from everyone else.

Think of your interview clothes as a uniform. To help you decide what to wear to an interview, visit the company and notice what people who work there are wearing. Look at photographs in the Annual Report or company brochures and imitate the dress. Make sure your interview clothes are appropriate for the job you are applying for *and* for the location of the interview. Don't wear a suit to an interview at a construction site, and don't wear jeans and a sport shirt to an office setting. You will find differences in the way people dress depending on the industry they work in and where they live. It is always better to find yourself "overdressed" than "underdressed" for an interview. Remember, you are treated by the way you look.

Try to think ahead to the interview. If there is a possibility that you will be required to "perform," make sure you go to the interview prepared. For instance, if you are applying for a job as a welder, you may be asked to demonstrate your skills on the spot, so you should bring your work clothes and tools with you to the interview.



Get the Job Done

MEN

If the interview requires a suit:

1. Wear a dark blue or grey suit made of a natural fabric, like wool, or a blend that includes a natural fabric. Many fashion experts recommend pleated pants because they connote youthfulness. Be sure that your suit is not out of style. If the suit is new, wear it before the interview so you feel at ease in it. Remember to remove all the tags and unstitch the vents and pockets. Make sure that the suit *fits you* well and have it altered if it doesn't.

2. Wear a white, long-sleeved shirt, or perhaps choose a light blue or yellow if it goes with your suit. Button-down collar, oxford cloth shirts still seem to be the standard. Avoid patterned shirts if your suit has a pin-stripe or pattern, or if your tie has a stripe.

3. Choose a necktie (as opposed to a bow tie or a bolo tie) in a color that goes with your suit and shirt. Red diagonal stripes or patterns seem to work well with most medium and dark suits. Tie your tie rather than wearing a "clip-on" model.

4. Select dark colored socks that match your suit. Make sure they are long enough (mid-calf) so that if you cross your legs, the skin of your leg does not show.

5. Wear polished leather tie-up shoes, "wing-tips" are a good choice. Break the shoes in before you wear them to the interview. Don't wear your military-issue corfam shoes. The interviewer will remember your shoes.

If the interview does not require a suit:

1. Wear dark, solid color pants or slacks. Do not wear jeans unless the interview is at a job site . . . and then wear only clean jeans that fit well and are not ripped, patched or worn out.

2. Wear a sport shirt in a solid color or a *very* subtle stripe or plaid. Do not wear a tee shirt, sweat shirt or other shirt made for sports or "weekend" wear.

3. If you wear a tie, choose one that is conservative and goes well with your shirt—if you are not sure, ask someone for advice.

4. Wear dark socks.

5. Wear either tie shoes, loafers or (in some states) boots. Do not wear running shoes—because they are too casual—or dress shoes like wing-tips—because they are too formal. Be sure that your shoes are clean and/or polished!

6. Avoid jewelry other than your wedding band, watch, and maybe a class or signet ring. Don't wear necklaces, earrings, or pinky rings, and don't let your watch buzz during the interview.

7. Wash and comb your hair and avoid parting it in the middle. You may wish to let your hair grow slightly longer than the military length. Also shave your face and trim your moustache, nose hair, and ear hair, as necessary.

8. Clean and clip your fingernails.

9. If you need glasses or contacts, wear them. If you wear photosensitive glasses, be sure that you are inside long enough for the glasses to become clear before the interview. *Never* wear sunglasses. It is okay to throw away your military-issue black rims.

10. Avoid cologne or aftershave, or use it *very subtly.*

11. Wear either suspenders or a belt.

WOMEN

For women, the interview "uniform" is pretty much the same regardless of the position . . . with one exception. If you are applying for a job in a field that is traditionally male and requires physical labor, you should take that into consideration when choosing your clothes. You do not want your clothes to give the impression that you are too dainty to do the job. If the interview is at a job site, look over the suggestions listed for "Men—*If the interview does not require a suit.*" If the interview is at the company's office, consider wearing a conservatively tailored pants suit. However, for *most* job interviews, the following suggestions should be followed.

1. Wear a suit of medium to dark color or, if necessary, a dress with a jacket of flattering length. Skirts should be worn at about mid-knee length or longer. Don't wear really bright colors except as accent. Natural fabrics are the best choices. Strive for a professional instead of a feminine look.

2. Choose a light color blouse with a fairly high neckline, or one with a bow at the neck.

3. Avoid showy jewelry, like rings on many fingers or more than one earring per ear. Choose small, nondangling earrings and don't wear nose studs or nose rings. A simple necklace or scarf adds a nice touch. Bracelets can be distracting; a watch is fine but be sure it doesn't buzz during the interview.

4. Use make-up *subtly*. Choose lipstick in a natural color, and use foundation, blush, and eye make-up to help bring your face to life; however, avoid "making a statement" with your make-up. Use perfume *subtly*, if at all.

5. Wash and style your hair. If your hair is long it is a good idea to pull it back or wear it up.

6. Wear glasses or contact lenses if you need them. Avoid photosensitive lenses, however, as you will want to maintain eye contact. *Never* wear sunglasses.

7. Care for your fingernails. Don't wear them so long that they appear to hinder your work. They should not extend much beyond the tips of your fingers. And, if you use nail polish, choose a subtle color that complements your outfit.

8. Choose matching shoes, belt (if appropriate), and a *small* handbag that are coordinated with your clothes. Wear close-toed, leather shoes. Heels up to 2 or 2½ inches are appropriate, however, don't wear spiked or high heels. Interviewers notice and remember your shoes.

Some General Thoughts

1. Make sure you bathe, use an effective deodorant, and wear clean clothes.
2. Usually a suit is a good investment, even if it is expensive. However, you can shop in consignment stores and second-hand shops especially if you are an "easy-to-fit" size, or you know someone who does a good job with alterations.
3. Prefer the classic to the contemporary look. And remember, it is *more important* to wear clean clothes that fit you well than it is to be stylish.
4. Feel free to carry a nice briefcase, portfolio or note pad.
5. Pay attention to the tell-tale signs of quality, like hems and fit.
6. Remember, how you look is the first "test" of the interview.

Practice

Dress for a mock interview and use the following checklist to rate your appearance. When you are satisfied with how you look, ask someone who has knowledge of the business world to rate you, and then make appropriate changes.

	Poor	Fair	Good	Excellent
Suit				
Shirt				
Tie/Scarf				
Shoes				
Jewelry				
Socks/Hose				
Hair				
Fingernails				
Make-up				
Accessories (belt, purse, etc.)				

4.4 SHARPENING LISTENING SKILLS

Situation Analysis

Listening to the interviewer is as essential as talking honestly and openly about your skills and abilities. Concentrate on *what* is being said and *how* it is said, rather than on how you are doing. By listening to the interviewer's statements, comments, and questions, you can get a better understanding of the organization and what it would be like to work there. Moreover, in some interview situations, especially managerial interviews, you will be evaluated on your listening skills.

The phrase "listening *skills*" sometimes surprises people because most people view listening as a natural process rather than a skill. Folks with this opinion unfortunately have confused hearing (a natural passive process) with listening (an intentional process that requires skill). Following are some techniques and guidelines that you can use to become a better listener.

Get the Job Done

1. If distractions are a problem in an interview, you can control them in the following ways:

    - If the distraction is external, control it by moving, asking the interviewer to close the window, or whatever. Sometimes simply focusing your concentration will help.

    - If the distraction is internal (inside your head), control it by reminding yourself to pay attention to what is being said.

    - If the distraction is in the way the interviewer says things, concentrate on the main idea and *ask clarifying questions* such as:

        — "Could you explain that a little," or

        — "Let me see if I understand what you ask"...(and paraphrase the question).

2. Nonverbal communication is as important to listening as spoken words. Pay close attention to nonverbal signals such as:

    - eye contact (especially important and useful);

    - facial expression;

    - nods; and

  - appropriate posture.

3. Paraphrase the interviewer's comments by restating the main idea or content to:
   - check/clarify accuracy;
   - let the interviewer know you understand;
   - hear yourself say the idea; and
   - encourage more discussion.

4. Focus on key words, main ideas, and visual images (examples) to help you retain important points.

5. Mentally outline ideas and put them into categories such as:
   - similarities and differences;
   - advantages and disadvantages; or
   - chronology.

6. Ask questions if what the interviewer is saying is not clear or complete. Do not pretend to understand if you do not.

   The following questions and phrases can help you, as a listener.

   Clarifying (Getting the other person to explain something that was not clear.)

   "I don't understand what you mean."
   "Would you please repeat that?"

   Paraphrasing (Repeating what the other person said, but in your own words.)

   "Let me see if I'm with you, you said . . ."
   "In other words, you think . . ."
   "What I hear you saying is . . ."

   Summarizing (Putting a number of points into one sentence.)

   "What you have said so far is . . ."
   "As I understand it, your key point is . . ."

7. Take notes, in list or outline form, if that will help you keep up with the conversation. However, don't concentrate on the notes rather than the conversation. Always ask the interviewer's permission before taking notes; permission is almost never denied.

8. Avoid bad listening habits such as:

   - avoiding eye contact;
   - assuming what the speaker will say next;
   - criticizing mentally the speaker's style instead of listening to the meaning;
   - reacting mentally with strong opposition and not listening to the rest of the speaker's arguments;
   - thinking of opposing arguments instead of listening to what is being said;
   - displaying no facial expression;
   - concentrating on small details and missing the main ideas;
   - trying to take notes on everything that is said instead of just the main points;
   - pretending to pay attention but thinking about something else;
   - remaining silent when the speaker is unclear;
   - interrupting, or finishing the speaker's sentences;
   - tuning out when the speaker uses technical terms that you do not understand; or
   - letting your dislike of certain words or phrases block your openness to the speaker's ideas.

Practice

Pick a television news show and practice good listening. Perform a mental checklist of the listening skills listed above, and practice taking notes in a 10-minute segment. When you have finished, recap the main ideas and think of questions you could followup with.

4.5 INTERPRETING/USING NONVERBAL CUES

Situation Analysis

In a job interview, the interviewer will judge you on how you look and how you act, not just on what you say. Your actions, manner, and appearance add up to your "body language." They give *nonverbal* information about your work-related skills, attitudes, and values. In fact, often nonverbal cues are *just as important* as verbal information in determining who gets hired. After all, everyone the company interviews will probably be qualified for the job, you want to *appear* to be *more qualified* than everyone else.

Below are a number of critical nonverbal issues. Each issue is described along with "do's and don'ts" for you to follow. Familiarize yourself with the positive actions and appearances and use each to your best advantage.

Get the Job Done

1. Dress for success by following the grooming guidelines in Section 4.3. The way you look is the first nonverbal message you send. In fact, it may determine how you will be treated during the interview.

2. Offer a firm, warm, whole-hand handshake. Sit on your hand to warm it, if need be, so you don't appear nervous with a "cold, sweaty palm." Don't start out on the wrong foot with a wimpy handshake or a handshake that "breaks" the interviewer's hand. Relax and bend your arm at the elbow. If you lock your arm at the elbow and give a stiff handshake, it appears as if you are trying to hold someone away. Shake hands with both men and women the same way.

3. Look at the interviewer, don't try to stare down the interviewer! *Make* and *use* eye contact. Many interviewers use your eye contact to look for enthusiasm, sincerity, and for possible inconsistencies in your stories. If you use natural eye contact, the interview will become more like a conversation between acquaintances, and you will get over some of your nervousness. *Your eyes are your most powerful communication tool.* You will almost never get the job if you avoid eye contact, and if you try to "stare down" the interviewer, you will seem hostile or aggressive, and lose points.

4. Attend to your posture. Sit up straight, but not stiff, and lean forward, toward the interviewer, ever-so-slightly. It not only appears to the interviewer as if you are interested, but also it will help you listen. Don't slouch or get too comfortable, because you may seem lazy, careless, or overconfident.

5. Use natural gestures. If you normally use your hands to gesture as you talk, do so in the interview. Gestures help you relax, convey enthusiasm and release nervous energy. One caution here—avoid nervous gestures such as drumming your fingers, playing with a pencil or cup of coffee, jingling the change in your pocket, or tapping your foot.

6. Pay attention to the way you speak. Expression is a powerful way to show enthusiasm. Speak clearly, and not too fast. Don't speak in a monotone. Allow your volume to rise and fall and enunciate clearly. Use good grammar and think about your words before you use them. Remember, the words you choose *and* the way you sound are the ways the interviewer will assess your communication skills.

7. Think about the image your face conveys. Your face conveys your attitude, and reinforces what you say. Avoid frowning, except for emphasis. Smile, naturally, and allow your conversation to be as animated as it would be if two friends were talking.

8. Don't send mixed signals. If your words say one thing and your body language says something else, the nonverbal message is usually the more powerful of the two.

9. Remain attentive and eager to listen. Reinforce the interviewer's comments with nods and "ahs" just as he/she does with you.

10. Notice the nonverbal cues of the interviewer. The interviewer's facial expressions will let you know how well he or she is listening. If the interviewer seems not to be paying attention, shorten your answers, use an example, or ask a question. If the interviewer watches the clock, help bring the session to an end. If you get a favorable (or unfavorable) response to something you say, try to figure out why. Feel free to ask a question to clarify your impression.

11. Make note of your surroundings and place that data into your decision-making process about the company. Among particular points of interest are the following:

    a. The way the interviewer is dressed may say something about the degree of formality in the company.

    b. The interviewer's office may help you determine that person's values, as well as something about the working environment.

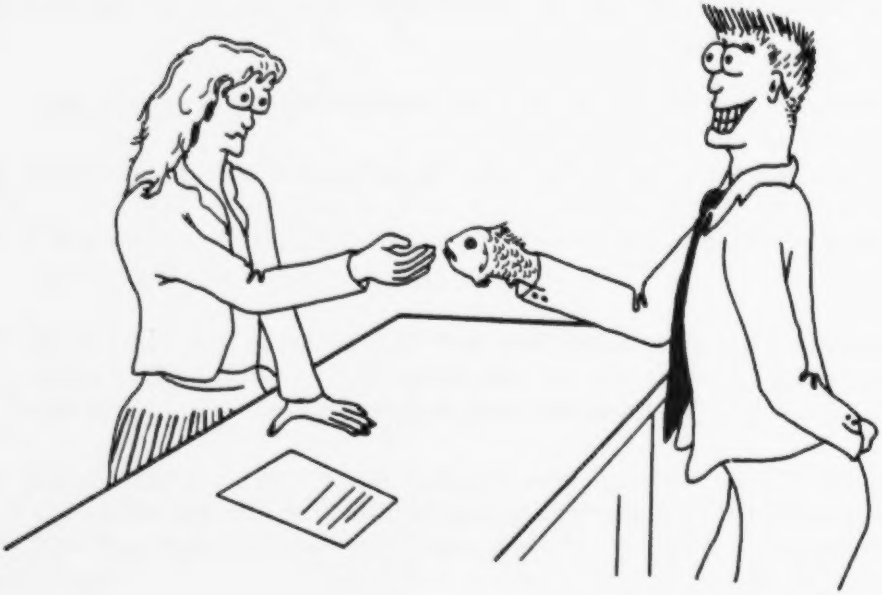
    c. The way the workplace looks and "feels" to you.

Remember, a great deal of communication is conveyed through nonverbal messages. You should use your body language and facial expressions to your best advantage.

Practice

1. Practice sitting for an interview in front of a mirror. Which nonverbal cues can you control?

2. Practice shaking hands, with both a male and female friend, to develop a very professional handshake.



4.6 ANSWERING QUESTIONS

Situation Analysis

Most interviewers ask similar questions during job interviews. These questions relate to how your skills, knowledge, training, and work experience fit the job opening in the company. Unfortunately, many job hunters do not *expect* the questions and practice delivering their answers *before* they have an interview. As a result, applicants may not present their strongest case in their search for a job. It is difficult to give good answers to questions on the spur of the moment. Sometimes even a simple question can throw you off balance.

You can improve your chances for success if you practice. Read the following questions, write down your own personal answers, and practice your answers out loud. Then, when an interviewer asks one of the questions, you'll be ready.

As you read the questions and begin to develop your own answers, use the following ideas:

1. Keep your answers brief—usually not over a minute or two, including examples.
2. Use evidence—examples, data, and anecdotes—to illustrate your points.
3. Think about your answer before you start to speak. It is okay to pause and collect your thoughts, and then give your answer.
4. Remember, most questions have more than one purpose. As you develop your answers, think about both the match between your skills and the company's needs *and* the how the question relates to your personal work attributes.
5. Every chance you get, explain how you would go about doing a job rather than just saying that you can do it. But, do not volunteer information you are not asked for—you might talk yourself out of a job.

Get the Job Done

There are about 50 or 60 fairly typical interview questions. These questions have been grouped into 10 categories. In each category there are:

- sample questions,
- the purpose of the questions, and
- hints for your answers, sometimes with an example. Use the information to write your own answers so you will be prepared.

1. Describing Your Qualifications

Sample Questions:
"Tell me about yourself."
"What are your qualifications for the position?"
"Why should I hire you?"

Purpose: The interviewer wants to know what you have to offer the company.

Guidelines for Your Answers:

- Discuss your work experience, education and training, and volunteer experience, as they relate to the job.
- Match your skills and abilities with the characteristics of the ideal candidate.
- Talk about yourself as a worker, not about your interests, family or personal information.
- Try to use at least one example or anecdote.
- Mention the specific benefits of your military experience such as your leadership training, levels of responsibility, and ability to meet deadlines.

2. Describing Your Work Experience

Sample Questions:
"How does your work experience relate to the job we have here?"
"Which of your previous jobs did you like best and why? Which of your previous jobs did you like least, and why?"
"Why did you choose to enter military service?"
"What experience do you have in this type of work?"

Purpose: The interviewer is continuing the first line of questioning and is looking for specific skills that match the job. Your answers will also provide information about your decision-making skills, teamwork, etc.

Guidelines for Your Answers:

- Begin your answer with the job most closely related to the job opening and talk about similar duties and transferable skills.
- Describe your accomplishments or outcomes of your work just as you did on your resume.
- Use examples and numbers when you can.
- If you are asked to discuss a job you liked least, choose one *unlike* the job opening.
- Be sure that your answer does not make a negative statement about your work attitudes or how you get along with others.

3. Describing Education/Training

Sample Questions:
"What education or training have you had that relates to this job?"

"What courses did you like best and least, and why?"
"What was your major and why did you choose it?"
"Do you think your grades are a good indication of your ability? Why or why not?"

Purpose: The interviewer is asking about:
a) your values and attitudes related to authority and training; and
b) how your training enriches your ability to do the job.

These questions are less important than the ones about your work experience, but you can use your answers to your advantage by relating how your training fits with the actual work.

Guidelines for Your Answers:

- Select courses or programs from your education and training that relate to the job opening.
- Don't make negative statements, instead, try to find a positive way to answer the question:
  - — point out your transferable skills
  - — discuss how training fits with the job duties
  - — if your school record is poor, talk about how much better you did in military training.
- Talk about some of your military training, because usually there is a close association between your training and the job you did.

4. Describing Your Accomplishments

Sample Questions:
"What do you consider as your greatest accomplishments?"
"Describe two or three things you have done well."
"What major problem have you faced, and how did you solve it?"
"What accomplishments have given you the greatest satisfaction, and why?"

Purpose: The interviewer is asking about:
a) your work values,
b) your ability to produce results,
c) your ability to analyze situations and make decisions, and
d) your skills to plan and follow through a course of action.

Guidelines for Your Answers:

- Describe achievements that relate to the job opening and the specific needs of the employer.
- Demonstrate that you are a successful worker, not that you have earth shattering accomplishments.
- Try to tell a brief story where you made and carried out a decision.

5. Describing Your Career Goals and Relating Yourself to the Company Image

Sample Questions:

"Where do you see yourself in this company 5 years from now?"
"What are your short- and long-term goals?"
"What are your interests outside of work, or how do you spend your free time?"
"What do you want to be remembered for?"
"Why did you choose your particular field of work?"

Purpose: The interviewer wants to know if you have a plan for your career and if you are stable, motivated, and learn from the past. These questions also show how you balance your work with the rest of your life, and whether or not you are people oriented.

Guidelines for Your Answers:

- Discuss short- and long-term goals that relate to the specific skills and duties of the job opening.
- Show that you have given your career some serious thought and have made decisions.
- Demonstrate that you feel a sense of community and civic responsibility, like most companies do.

6. Assessing Your Attitudes, Values, and Personality

Sample Questions:

"What are your major strengths?"
"What are your major weaknesses?"
"How would your friends (or former supervisors) describe you?"
"How do you define success?"
"What makes you lose your temper?"
"What three things are most important to you in a job?"

Purpose: The interviewer is asking about exactly how you will fit into the organization. Even if you are a highly skilled worker, if you cannot fit in, you will not succeed.

Guidelines for Your Answers:

- Being positive about yourself is not boasting *if* your answers are focused, true, and supported by facts. And, after all, you are your only "sales representative" in the interview.
- Point out how your skills and abilities match what the company is looking for.
- Give brief examples that demonstrate your points.
- As you talk about your "weakness"—*be careful*. The best idea is to give a good quality as if it were a weakness. For example, you might say, "I get uncomfortable—and somewhat irritable— if work that is promised by a certain date is not completed on time." . . . or . . . "I do not miss deadlines, but I'm

never early because I always want to make sure that the entire project fits together before I turn it in."

7. Assessing Your Attitude Toward Your Previous Jobs

Sample Questions:
"Why did you leave your last job?"
"Why do you want to change jobs?"
"Who can we contact at your last job for a reference?"
"How did you get along with your last boss?"

Purpose: The interviewer wants to know if you are loyal to your company and why you have chosen to change jobs.

Guidelines for Your Answers:

- Do not make negative comments.
- What you say and how you say it is the way the interviewer thinks you will act toward the new job.
- Give the reasons you left in a good light.
- Instead of saying "It was a boring job" say "I'm looking for new challenges—an opportunity to grow."
- If you hated your supervisor, *do not say so*. Instead, say that you respected your supervisor's ability.
- If you were fired, *do not lie*. Explain the situation without blaming yourself or your employer.

8. Assessing Your Job and Company Knowledge

Sample Questions:
"Why do you want to work for us?"
"Why do you want this job?"
"What do you think it takes to be successful in this type of job or in a company like this?"
"What interests you about our company?"
"How will you evaluate the company you plan to work for?"

Purpose: The interviewer is testing your knowledge of the company and the job, and wants to know if you have done your research. By letting the interviewer know that you did your "homework," you are showing that you will be a hard working and loyal employee.

Guidelines for Your Answers:

- Refer to what you wrote on your Company Information Record, and what you learned about the job.
- Know about the typical duties of the type of job you are applying for.
- Know about the services, products, and plans for the company.
- Try to ask a question about how your position fits into the future.

- Don't suggest that you would change the company because that may make you look like a trouble maker.

9. Assessing Your Ability to Deal with People

Sample Questions:

"Do you prefer to work alone or with others?"
"Have you had trouble getting along with co-workers, supervisors, or subordinates?"
"What kind of relationship do you think there should be between you and your supervisor?"
"Can you take instructions or criticism without getting upset?"

Purpose: The interviewer is trying to find out how you will fit in with the rest of the employees.

Guidelines for Your Answers:

- Focus your answers on your friendliness and ability to get along with others.
- Give examples of cooperative behavior such as teamwork in the military.
- Talk about how respect is important on the job.
- Give an example of how you carry out orders or use criticism to do a better job.

10. Discussing Money and Benefits

Sample Questions:

"What salary do you expect?"
"What kind of wages are you looking for?"
"How much are you asking?"
"Which do you consider more important—making a lot of money or doing work you find interesting?"

Purpose: Interviewers hope to find people who combine interest in the work with salary expectations. They are put off by people who only talk money.

Guidelines for Your Answers:

- Don't talk money or benefits until the interviewer brings it up, or until the end of a selection interview.
- Give the amount as a range, for example $20,000 to $23,000 rather than saying $21,000. A range gives room to negotiate.
- You can find out a realistic salary from reading the want ads and by visiting the State Employment Service office.
- Sometimes an employer will bring up salary early in an interview. If you don't want to discuss it early, you can answer something like:
  - — "Before I can give an answer to the salary question, I would like to know more about the position."
  - — "What is the salary range for this position?"

- The best time to discuss salary is *after* you have a job offer, when you are in a much better bargaining position.
- Remember, there are many benefits to a job besides starting salary
  - — opportunities for advancement and training,
  - — fringe benefits,
  - — good working conditions,
  - — good hours, and so on.

  If possible, wait until you find out about the benefits and are *offered the job* before you answer questions about salary.
- If an employer asks you about the *minimum* salary you will accept, don't give a figure—you'll either be too high or too low.
  - — If you are *too high*, they'll think that you won't take the job at a lower salary and might offer it to someone else.
  - — If you are *too low*, you might get the job at a much lower salary than you *could* have gotten. This little mistake could cost you thousands of dollars!
- Here are some ways you can answer the question about minimum salary:
  - — "I'm really interested in long-term growth and advancement. Right now, I'm willing to consider whatever your company pays people with my skills."
  - — "I don't have a particular amount in mind. I'm interested in a career with your company, not just a job."

Special Note: There are two types of difficult questions you need to think about—one is the *WHAT IF* question. These are questions like:

- "What would you do if your supervisor told you to do something illegal?"
- "What would you do if a subordinate told you to 'stick it' when you gave instructions?"

These questions need answers based on your knowledge, experience and personal values. Remember, your *solution* is not as important as your *attitude*. A calm approach is best—don't rush into an answer like "Well, I would do this..." It is better to cushion your answer like "One of the things I might consider would be..." then, if the interviewer does not like your solution, you can consider a different approach.

The second type of difficult question relates to things about your personal life that the interviewer may use to make judgments about your stability and integrity and whether your personal life will get in the way of your job. These questions may concern your family responsibilities, age, health or other personal information. They are not always "fair" questions and may even be illegal, but you need to be prepared to deal with them. You may choose to deal with them by refusing to answer, in which case you will probably NOT be hired for the job. You must make the decision about how to answer based on how much you want the job versus how much you value your privacy.

Strictly speaking, the questions themselves are not illegal . . . if you are disqualified because of information you provide in response, the questions become illegal. Examples of questions that should not be asked are:

- "How old are you?"
- "Are you a naturalized citizen?"
- "What is your religious preference?"
- "What day care arrangements have you made for your children?"
- "Are you planning to get pregnant in the next 5 years?"
- "Have you ever been arrested?"
- "Are you a democrat or republican?"

You may be asked personal questions like these in an interview. Be prepared by knowing how you will answer them *before* you get put on the spot.

Practice

Read the following questions, write out your answers and then practice out loud. You will hear a number of them again...and again in job interviews.

1. What kind of work are you looking for?
2. Why don't you tell me something about yourself?
3. Why are you leaving the military/your present position?
4. What can you do for us that someone else can't?
5. What things about your previous jobs have you disliked?
6. What goals have you set recently?
7. How did you do in school?
8. Where do you expect to be in 5 years?
9. What do you think of your supervisor?
10. What does you supervisor think of you?

11. What do your subordinates think of you?
12. How did previous employers treat you?
13. Can you work under pressure or deadlines?
14. What is your management style (democratic, team player, etc.)?
15. Would you describe a few situations in which your work was criticized?
16. What are your two biggest accomplishments in:
    a. your present or last job?
    b. your career so far?
17. What is your biggest strength? Weakness?
18. How long would it take you to make a contribution to our company?
19. How long would you stay with us?
20. Do you know anything about our company?
21. What do you expect as a starting salary?
22. Tell me about yourself:
    a. Are you creative? Give an example.
    b. Are you analytical? Give an example.
    c. Are you a good manager? Give an example.
    d. Are you a leader? Give an example.
23. I've interviewed several people with more experience than you. Why should I hire you instead of them?
24. What jobs have you held? How did you get them and why did you leave?
25. Why did you choose your field of work?
26. How do you spend your spare time?

27. What personal characteristics are necessary for success in your chosen field?

28. Do you prefer working with others or by yourself?

29. What kind of boss do you prefer?

30. Can you take criticism without getting upset?

4.7 RESPONDING TO UNSPOKEN QUESTIONS: CRITICAL FACTORS IN THE INTERVIEW PROCESS

Situation Analysis

The interviewer evaluates you in several ways during the interview:

1. He/she will try to decide if there is a good match between you and the job needs. This includes your specific knowledge and skills and your general work attitudes, experience, and training.
2. He/she will evaluate your interest and ability based on answers you give and the questions you ask.
3. He/she will decide how well you will fit into the company. Often, his or her opinions will be based on your nonverbal cues, body language, the way you present yourself, and the tone and manner of your answers. Since these opinions are based on things that you can control, you should think about them as you write and practice your answers.

An interviewer will form opinions about whether you are:

1. Mature
2. Emotionally Stable and Even Tempered
3. A Teamworker
4. Tactful
5. Adaptable
6. Tough Minded
7. Self-Disciplined
8. An Initiator
9. Thorough
10. Self-Confident
11. Assertive
12. Conscientious
13. A Hard Worker
14. Honest and Sincere

The 14 traits listed above relate to the *unspoken questions* of a job interview. They have a lot to do with whether or not you get the job. The traits are discussed below, with many ideas adapted from Richard Fear's book, *The Evaluation Interview.*

Review the lists on the next few pages and think about how you can use the positive points in developing answers to typical interview questions. If you are well prepared, you can avoid making negative responses in an interview.

Get the Job Done

Positive and negative points for each of the 14 traits are listed below. You *can* control how the interviewer sees you, *if* you prepare and practice *before* the interview.

MATURITY

Positive	Negative
1. Accepts limitations 2. Expresses definite work goals 3. Has a responsible attitude 4. Considers data before making decisions	1. Rationalizes failures or limitations 2. Displays chronic job dissatisfaction 3. Blames supervisor/authority figures for problems

EMOTIONAL STABILITY, EVEN TEMPERED

Positive	Negative
1. Keeps composure when frustrated 2. Shows emotional balance, even with severe personal circumstances 3. Remains calm and patient, but firm with other's shortcomings 4. Does not allow judgment to be ruled by emotions	1. Takes an emotional approach to trouble with supervisors 2. Appears to be moody or shows frequent "ups and downs" 3. Sulks if criticized 4. Exhibits sarcastic, hotheaded attitude toward problems

TEAMWORK

Positive	Negative
1. Serves as successful team member 2. Places group success above individual success 3. Shows tact and sensitivity to build good relationships	1. Must be the "star" 2. Shows tendency not to get along with co-workers 3. Appears inflexible, intolerant, and opinionated

TACT

Positive	Negative
1. Answers reflect consideration for interviewer 2. Shows concern for persons supervised 3. Illustrates concern for feelings, self-respect, and personal reaction of others 4. Demonstrates good listening skills	1. Blunt or unduly direct 2. Makes racist or sexist comments 3. Speaks ill of former co-workers, supervisors, or other authority figures 4. Fails to pay attention

ADAPTABILITY	
Positive	**Negative**
1. Adjusted well to military discipline	1. Cannot handle several jobs at once
2. Likes diverse situations and public contact work	2. Blames others for failures
3. Adapts to change and to several jobs	3. Is too much of a perfectionist or overly inflexible
TOUGH MINDEDNESS	
Positive	**Negative**
1. Takes a stand for what she/he thinks is right	1. Dislikes supervisor role
2. Shows the ability to make decisions that are good for the whole rather than the few	2. Too soft on subordinates to meet deadlines
3. Delegates responsibility, even when not advantageous to self	3. Refuses to take a stand
SELF-DISCIPLINE	
Positive	**Negative**
1. Applied self diligently in training, even in disliked courses	1. Procrastinates
2. Accepts responsibility, even when not interested	2. Failed to work hard enough in school to master distasteful subjects
3. Shows a willingness to give priority to aspects of job not particularly liked	3. Shows reluctance to deal with difficult problems
INITIATIVE	
Positive	**Negative**
1. Can work alone, without close supervision	1. Dislikes unstructured situations
2. Grasps opportunities for more responsibility	2. Fails to try to find solutions to problems
3. Shows ability to go beyond the "status quo" to solve problems	
4. Serves as team leader	

THOROUGH	
Positive	**Negative**
1. Completes jobs 2. Avoids distractions 3. Attended night school to finish college or high school (or complete GED)	1. Leaves jobs incomplete 2. Fails to finish assignments

SELF-CONFIDENCE	
Positive	**Negative**
1. Is realistic about abilities 2. Takes action 3. Demonstrates poise and presence 4. Shows enough confidence about assets to talk comfortably about shortcomings 5. Offers objective self-appraisal	1. Has failed to complete tasks successfully 2. Lives in the shadow of others 3. Avoids responsibility 4. Illustrates lack of confidence in abilities

ASSERTIVE	
Positive	**Negative**
1. Makes good impression 2. Participates in sports or other group activities 3. Shows successful experiences in supervision, sales, or production 4. Shows leadership ability/experience	1. Lacks self-assertiveness 2. Allows others to take advantage 3. Fears group activity

CONSCIENTIOUSNESS	
Positive	**Negative**
1. Does more than is required 2. Shows personal standards 3. Is willing to work overtime 4. Shows a high standard of quality and safety	1. Lets things slide 2. Watches the clock

HARD WORKER	
Positive	**Negative**
1. Job history shows hard work and long hours 2. Earned part or all of school expenses 3. Extended self beyond the basic requirements	1. Manner indicates a low energy level 2. Shows a strong dislike for overtime work 3. Appears to look for the easy way out rather than efficient and effective way

HONESTY AND SINCERITY	
Positive	**Negative**
1. Shows good moral and ethical standards 2. Honestly deals with former mistakes or negative factors in the work history 3. Appears to give credit where due	1. Displays exclusive interest in personal gain 2. Illustrates disloyalty to a group 3. Shows pleasure at getting the better of someone else 4. Exaggerates accomplishments 5. Tells inconsistent story

Practice

The 14 traits are listed below. Beside each one give an example from your experience showing that you have that trait.

Maturity ______________________________

____

____

Emotional Stability/ Even Tempered ______________________________

____

____

Teamwork ______________________________

____

____

Tact ______________________________

____

____

Adaptability ______________________________

____

____

Tough Mindedness ______________________________

____

____

Self-Discipline ______________________________

____

____

Initiative ______________________________

____

____

Thorough ____________________

____

____

Self-Confident ____________________

____

____

Assertive ____________________

____

____

Conscientious ____________________

____

____

Hard Worker ____________________

____

____

Honesty and Sincerity ____________________

____

____

4.8 ASKING QUESTIONS DURING THE INTERVIEW

Situation Analysis

During a job interview, you will be asked questions about your work experience, education, and goals. Your answers and the nonverbal messages you send determine the impression you make. However, interviewers also learn about you—and remember you—from the questions you ask. They often judge your thinking skills based on the kinds of questions you ask. Interviewers respect candidates who think about their choices carefully, and they appreciate knowing you have done your homework.

The information exchange will help you decide if the company is a good place for you to work. The answers to your questions will help you determine the policies and attitudes of the employer . . . and check the match with your own career goals, needs, and image.

It is a good idea to write out your questions before the interview. Put five or six questions on the pad you take into the interview to write notes on. Revise the questions for each interview based on your research. If a question gets answered before you ask it, choose another one from your list rather than have the interviewer repeat something.

Ask questions concerning information you need about the company. When possible, use the background information you learned while doing research on the company in your questions.

Following is a list of questions to help you develop your own list. Use it as a starting point and develop questions for yourself. For example, say you are an electronics technician, looking for a job at Boeing; if you were to ask question number 11, "What career opportunities exist within the company?" you should tailor it to your situation and say something like "What career opportunities exist for a person with my qualifications within your aerospace division?" You should have questions prepared for each interview.

Get the Job Done

1. What are the specific responsibilities, duties, and tasks of the job?

2. May I have a copy of the job description?

3. How would you describe a typical day on the job?

4. How long did the last person hold this job?

5. Where are the last two or three people who held this job?

6. Where does the job fit into the organization?

7. To whom do I report?

8. Who are the other people with whom I would work?

9. Have you hired other people with my background?

10. What is your work environment like?

11. Do your employees work individually or as a team?

12. What specific skills and knowledge are considered necessary to do the job?

13. Where is the job located?

14. What career opportunities exist in the company?

15. What further education or training does the company consider important for my future progress?

16. How are performance reviews done?

17. What is the general management philosophy of the organization—with regard to clients, services, products, employees?

The best questions show that you have done research about the company and, at the same time, get you information you really want to know. Following are three examples of this type of question. Of course, you will tailor each question to the company information and the job opening.

18. What opportunities might I have to work in the __________ area? (Fill in information from the Annual Report or other information.)

19. Your company literature indicated that the company actively encourages continuing education. What opportunities are there?

20. In your Annual Report, the company president talked about a new fiber optics division. What are the research goals of that division and how would it relate to my division?

Good questions can use information the interviewer shared with you earlier in the interview. Weave it into items you want to know. For example, if the interviewer mentioned that the company plans to expand and develop new products, you might ask how those plans will affect the job you are seeking.

Some questions are not appropriate for the first interview. Salary and benefits are important, but save those questions until a second interview unless the interviewer brings them up. Questions to use in the second interview include:

21. What training and development opportunities does the company provide?

22. Does the company have a promote-from-within policy?

23. What kind of work schedule does the company have?

24. Does the company require employees to move from location to location, and if so, how is that done?

25. What is the general salary range for the job?

26. Does the job require travel and, if so, how much?

27. Are there bonuses, profit-sharing, pensions, insurance, and other benefits?

Finally, pay attention to the time left in the interview. Usually, the interviewer will invite you to ask questions during the last 5-8 minutes of a 1-hour interview. Ask only the more important questions. If time is very short, say something like "I had hoped to ask you several things, but as our time is short, let me ask the two questions that are most important to me."

Practice

When you have an interview scheduled, write out at least six questions you want to ask. Don't repeat the questions listed above, but use them to develop questions to help you get the information you need.

4.9 PUTTING IT ALL TOGETHER FOR THE INTERVIEW

Situation Analysis

Now that you have finished preparing for the interview—you have:

- practiced your answers,
- researched the company,
- written your questions,
- reviewed your information/materials,
- dressed and groomed for the occasion,
- put together your portfolio, and
- arrived at the interview site early—

WHAT NEXT?

Following are some general guidelines and suggestions for you to follow. Learn them ahead of time so they become second nature as you enter the interview process.

Get the Job Done

1. Be pleasant to everyone! Introduce yourself to the receptionist and follow the instructions you are given.
2. Check out and practice pronouncing the interviewer's name in your head.
3. Sit quietly while waiting for your interview. If necessary, review the materials you brought mentally so you do not have to "shift gears" when you are called for the interview. Spend your time observing the people and surroundings in the office . . . and composing yourself.
4. Greet the interviewer by name—Mr. ______, Ms. ______, and offer your hand to shake hands. If you are motioned to lead the way into an office, go ahead. Don't sit down until you are asked to do so.
5. Try to appear relaxed. Sit comfortably and attentively. Do not sprawl or fidget.
6. Don't smoke or chew gum . . . and *never* wear sunglasses or a hat into an interview.

7. Don't make wisecracks and *never* swear.

8. Answer the questions with complete thoughts. Avoid one-word or two-word answers. Stick to the point and keep all your answers *under* two minutes. Don't answer a question with a question.

9. Don't interrupt or cut off the interviewer.

10. *Never* lie—don't even exaggerate. Answer all questions accurately and honestly. Don't say anything that you can't back up or that can be taken the wrong way.

11. Don't argue with or correct the interviewer, except

    - you should tactfully correct any errors made about your personal information or comments, and

    - you should not compromise your personal principles.

12. Stay cool. No matter what the interviewer says or does, be calm. If the interviewer is overbearing or has an unpleasant attitude, it could be a test to make you angry and to see how you react in a difficult situation. Most interviewers don't do this, but it does happen sometimes.

13. Use nonverbal cues . . . especially eye contact and verbal and facial expression. Watch for the interviewer's nonverbal cues.

14. Listen attentively.

15. Remember to use examples and evidence to support your points. First make the point, then support it with an example.

16. Don't mention personal or financial problems. The employer is interested only in what you can do and how well you can do it, so talk about the value you can be to the company.

17. Be polite and show respect for the interviewer. Don't be too familiar or overly friendly.

18. If you do not understand a question, say something like:

    - "I beg your pardon?" or

    - "Would you please repeat the question?" or

- *Paraphrase*, or restate, what you think you heard. Then, if you do not have the idea, the interviewer can correct you.

19. Remember, you should ask questions also.

20. Use simple, plain English. *Don't use military terminology.*

21. Do not switch sides in your answer just to agree with the interviewer. Sometimes, interviewers take a contrary position just to see if you are willing and able to defend your point of view. Don't start a debate, but don't surrender a good position. If a position is worth taking, it is worth defending.

22. Don't be afraid to admit a mistake if you are shown to be wrong. The interviewer knows that you have to reply without a chance for really thinking about your answer. If you are wrong, admit it and get on with the interview.

23. Think and speak positively. Remember, even failures can provide valuable learning experiences. Don't be critical of your past jobs, employers, or supervisors.

Practice

See how many of these items you can recite from memory, just by glancing at a word or two. Incorporate the material into your practice situation and into your mock interview.

Hold your own mock interview. Have a friend ask you questions and rate your answers, nonverbal cues and the traits mentioned earlier in this section.

4.10 FOLLOWING UP AFTER THE INTERVIEW

Situation Analysis

You can improve your interviewing skills in every interview. You can also maximize your potential for success in every interview. To help you learn from your experience and to increase your chances for success, do two things at the end of each interview.

1. Take a few notes about how you did.

2. *Send a thank-you letter to the interviewer.*

Get the Job Done

The sooner you do these things, the better. Your notes will be most useful if you make them within minutes of completing the interview. Have a cup of coffee, relax, and make your notes using the Post Interview Checklist on the following pages. The notes will help you in two ways.

1. If you are called for a second interview, you can easily review what went on in the first (including what you wore).

2. If you do not get the job, you can review your interview performance to see what you might change for the next one.

Write your thank-you letter the night of the interview. It is a good way to say anything you forgot—or wish you had said—in the interview. It also helps make you stand out from other candidates because so few people send a note. You can even hand-write this letter if a typewriter or word processor is not available. Sample letters follow in this section.

Post Interview Checklist

Company Name: ____________________

Date of Interview: ____________________

Interviewer's Name: ____________________

Date to Call Back: ____________________

Date of Decision: ____________________

DATA

1. Was I on time? . . . . Yes___ No___
2. What did I wear? ____________________
3. Was I friendly to everyone? . . . . Yes___ No___
4. Did I introduce myself to the interviewer? . . . . Yes___ No___
5. Did I offer the interviewer a firm handshake? . . . . Yes___ No___
6. Did I use the interviewer's name? . . . . Yes___ No___
7. Did I have the necessary materials with me?
    - pad and pen . . . . Yes___ No___
    - resume or application . . . . Yes___ No___
    - reference list/letters of reference . . . . Yes___ No___
    - work samples (if appropriate) . . . . Yes___ No___
    - notes on the company . . . . Yes___ No___
    - questions to ask the interviewer . . . . Yes___ No___
    - correspondence from organization . . . . Yes___ No___
8. Did I send positive signals about my interest in the job?
    - positive body language . . . . Yes___ No___
    - pleasant and enthusiastic tone of voice . . . . Yes___ No___
    - good eye contact . . . . Yes___ No___
    - active listening . . . . Yes___ No___

9. Did I discuss my qualifications? . . . . Yes___ No___

If yes, what did I mention? ____

____

10. What was discussed about my background? ____________________________

____

____

Was it on my resume? . . . . Yes___ No___

11. Did the interviewer comment on any of my skills? . . . . Yes___ No___

If yes, what comments were made? ____________________________________

Were those skills on my resume? . . . . Yes___ No___

12. What was the interviewer's general impression of my resume? ______________

____

13. Did the interviewer discuss any special problems I may have, such as handicaps, transportation problems, etc.? . . . . Yes___ No___

If yes, what problems were discussed? _________________________________

14. Did I mention who referred me? . . . . Yes___ No___

15. Did I state my desire for work and interest in the company? . . Yes___ No___

16. What was discussed the most? ______________________________________

17. Was there anything the employer disliked? . . . . Yes___ No___

If so, what? ____

18. What did the employer seem particularly interested in? _________________

19. Did I use a "call back" ending? . . . . Yes___ No___

20. What questions did I have the most difficulty answering? ________________

____

21. What questions did I answer most effectively? __________________________

____

22. What questions did I ask? ____

____

23. How did the interviewer answer? ______________________________

____

____

24. If I was feeling sure that I would not get the job, did I ask about other openings? . . . . Yes___ No___

List any job openings with this company: ______________________________

____

25. If nothing is available at this company, did I ask if the interviewer knows of job openings at any other company? . . . . Yes___ No___

26. What can I do to improve my effort? ______________________________

____

____

THANK YOU LETTER

The reasons for sending a thank-you letter are to remind the interviewer of your interest, to say thank you for the interview, and to add anything you forgot to mention. Two sample thank-you letters that you can use as models follow.

Sample Thank-You Letter #1

February 2, 1991

Mr. George Washington, President
Washington National Bank
Someplace, CA 95999

Dear Mr. Washington:

Thank you for the opportunity to talk with you yesterday. The information you shared with me about the Washington National Bank was most interesting, and I am excited about the possibility of applying my education and experience in the position of loan officer for your bank. The expansion and public lending plans are especially intriguing, and I look forward to helping the bank enter the new market.

If I can provide you with any additional information, please let me know. I look forward to hearing from you soon.

Sincerely,

Jane Q. Public
Someplace, CA 95999
Phone: (916) 999-9999

Sample Thank-You Letter #2

February 2, 1991

Ms. Martha Washington, President
Washington Cable Corporation
Someplace, CA 95999

Dear Ms. Washington:

Thank you for the interview this afternoon. I appreciated the time and consideration you gave me.

The Cable Installer position we discussed definitely sounds interesting to me. I feel that I could make a valuable contribution to WCC.

I look forward to hearing from you next Thursday.

Sincerely,

Jane Q. Public
Someplace, CA 95999
Phone: (916) 999-9999

Remember, the important thing is to write the letter. Do it promptly; hand-write it if necessary, but do it!

Practice

Write a thank-you letter as a follow-up to the mock interview that you held in Section 4.9. Ask the friend who acted as interviewer to critique the letter.

4.11 ANALYZING WHY YOU DID NOT GET THE JOB

Situation Analysis

There are many factors that can prevent you from getting a job.

- Sometimes you are over-qualified and the interviewer believes you will not stay with the company.
- Sometimes the company decides not to hire anyone, or hires someone with more experience.
- Sometimes they hire "from within."
- Sometimes your style does not fit the style they want.
- Sometimes you do something to cause yourself to be rejected.

Rejections are part of the process and you should not get discouraged. But you should learn from every interview how to improve your interview skills. In that way, you can keep your self-esteem and improve your chances for success.

Many of the reasons for rejection relate to things listed on the Post Interview Checklist (refer to Section 4.10). Look at the following list of factors, and think about how many of them are in your control. Start now, and work on the ones that you can get under control as you prepare for your interview.

Get the Job Done

Reason for Rejection	Way to Control
1. Poor manner and self-presentation, ranging from being arrogant, to being timid, to poor handshake.	Follow guidelines for verbal and nonverbal interaction and for listening.
2. Poor personal appearance and careless dress.	Follow grooming directions.
3. Lack of enthusiasm and interest or no evidence of initiative.	Attend to voice expression and nonverbal cues.
4. Lack of clear goals and ambition.	Match skills to employer needs and your own future.
5. Poor speech habits or inability to express self.	Practice answers so you use good grammar and improve your oral presentation.

Reason for Rejection	Way to Control
6. Lack of preparation—failure to research company and inability to ask intelligent questions or make intelligent comments.	Do research *and* prepare and practice the questions you will ask.
7. Failure to look at interviewer or demonstrate interest.	Use nonverbal guidelines.
8. Unrealistic salary demands or more interest in salary than opportunity.	Research and deal with realistic salary demands.
9. Inability to relate skills and knowledge to job or indefinite responses to questions.	Prepare and practice answers to anticipated questions, emphasizing your transferrable skills.
10. Negative comments about previous employers or exhibiting friction with various types of authority.	Consider and practice answers about work experience and your relationship to supervisors and organizations.
11. Lack of interest in company or industry.	Research company and industry.
12. Weak excuses or hedging about unfavorable information in background.	Prepare in advance how you will deal with any prior problems . . . acknowledge mistakes, talk about learning from them, and present a positive picture.
13. Unwillingness to "pay dues" by starting where needed and working up.	Emphasize that you want the job and are willing to make commitment.
14. Lack of knowledge in areas of specialization.	Practice answers to anticipated questions so that you can reveal your specialized knowledge.
15. Poor attitude as illustrated by lack of courtesy, cynicism, strong prejudices or low moral standards.	Consider how to present self and consider answers before you speak.

Practice

Review each of the reasons why people get rejected and use the strategies listed to help you better control the specific factors that affect you.

5. NOW THAT YOU HAVE A JOB OFFER

5.1 EVALUATING JOB OFFERS

Situation Analysis

Your job search is progressing. You have had several interviews and have scheduled one or two more. The phone rings and it is the Personnel Director at the first company where you interviewed. It's a job offer! You think "Finally," but as you begin to say "When can I start," the words stick in your throat. Suddenly, you are not sure you are making the right decision. Do you accept the offer? Is this job your first choice? Is something else likely to come along? How can you make a decision?

There are several ways to evaluate job offers. Perhaps the simplest is to list all the pros and cons and see which list is longer.

As you evaluate the offer, keep in mind the things that are important to you about your lifestyle. Refer back to Sections 1.3 and 1.4 to help you develop a list of factors that are important. Now compare how well the job matches your list. A sample of how to conduct this comparison follows.

Remember that your family is affected by job decisions, so include them in the decision-making process. Also, your feelings and intuition should play a role. If you have negative or uneasy feelings about a position, listen to your inner self . . . there probably is a good reason for the feeling.

Get the Job Done

Among the things that you should consider in making your decision are all the major factors of concern to you about the job:

- location,
- potential/growth,
- earnings,
- type of work,
- job security, and
- benefits.

Talk to your family and/or close friends about the options you are considering. You will often get a new perspective on your decision by discussing with someone else.

Practice

The following exercise is one way to list and compare jobs. The matrix was originally developed by Dr. Eric Rice to help teach managers how to make decisions using *qualitative data*. He has adapted it and used it successfully to help people make career decisions.

		Job #1			Job #2		
Factors (1)	Rating (2)	Known Facts (3)	Match Rating (4)	Total (5)	Known Facts (6)	Match Rating (7)	Total (8)

DIRECTIONS

Column 1 **Factors**	List the job-related factors that you are most concerned about in column 1. • Some of the factors are on the list on the next page, but you will probably have others to add. • When you look at the list, the items in *italics* are the factors you may want to think about. • The questions that follow each factor will help you consider each one.
Column 2 **Rating**	1. Give each factor you listed a rating— 1 = not very important 2 = important 3 = very important 2. List the rating for each factor in Column 2.
Column 3 **Job #1** **Known Facts**	1. Look at the first factor you listed in Column 1. If you know anything about the job that you are considering, as it relates to the factor in Column 1, list that information in Column 3. 2. Now do the same for the rest of the factors in Column 1.
Column 4 **Job #1** **Match Rating**	1. Using the following scale, rate how good the match is between the available job (information in Column 3) and how important the factor in Column 1 is to you: 1 = no match 2 = poor match 3 = O.K. match 4 = good match 2. Put your match rating in Column 4.
Column 5 **Job #1** **Total**	1. Multiply the Rank in Column 2 times the Match Rating in Column 4 and put the total in Column 5 for each factor. 2. Add the numbers in Column 5 and put the total at the bottom.

1. Use the Decision Matrix that follows to repeat the process for each job you are considering. If you are only considering one job, you can compare it to an ideal job that you invent.

2. The job that comes out to have the highest total rating will be the job that fits your wants and needs most closely.

LIST OF FACTORS

a. The Industry

1) *Interest in the industry* (Is this a field where I would like to build a career?)
2) *Potential for long-term growth* (Is this an industry that is growing?)

b. The Position

1) *Work duties* (Do the duties of the job interest me and use my skills?)
2) *Potential for advancement* (What happened to the people who held the job before?)
3) *Position level* (Where is the job in the organization? To whom do I report?)
4) *Wages/benefits* (How well do the money and benefits meet my needs?)
5) *Hours* (Do I consider them reasonable?)
6) *Working conditions* (What are the expectations and work style of company?)
7) *Quality of job* (How long has the position been open and why is it open?)
8) *Travel requirements* (How much would I have to travel?)

c. The Company

1) *Growth potential* (How has the company performed over the last several years?)
2) *Planned expansion* (What plans exist and how do they fit with the economy?)
3) *Success* (What are the company's debt/profit ratio and other indicators of success?)
4) *Reputation* (What is the company's reputation in the industry and with its employees?)
5) *Management team* (What is the tenure, growth, and origin of the management team?)

d. Your Supervisors

1) *Skills* (What are the supervisors' training and previous work experience?)
2) *Organizational position* (Who do the supervisors report to and how long have they been in their jobs?)
3) *Interaction/expectation* (How well do I think I can work with the supervisor?)

e. Environment Concerns

1) *Geographic location* (Is the job someplace I would like to live?)
2) *Area factors* (Am I comfortable with the traffic, growth, cost of living, crime rate, etc.?)
3) *Housing* (Is affordable housing available and to my liking?)
4) *Recreation* (Are recreation opportunities available and within reason?)
5) *Schools* (Are good schools available for my children, spouse, and self?)

DECISION MATRIX

		Job #1			Job #2		
Factors (1)	Rating (2)	Known Facts (3)	Match Rating (4)	Total (5)	Known Facts (6)	Match Rating (7)	Total (8)

5.2 NEGOTIATING JOB OFFERS

Situation Analysis

Sometimes you receive an offer that you like in some ways but there are some things about it that you don't like. Rather than turning down the offer, you may want to consider negotiating the terms of the offer with the employer. However, for the most part, employers will only enter into serious negotiations for upper level management and executive positions.

Regardless of the position, however, money is usually a negotiable issue. For example, say you are offered a position starting at $12 per hour and you were hoping for $15 per hour. You may be able to negotiate the salary and reach a compromise at about $13.50.

Remember, if the position is at a level to negotiate, *anything can be the subject for negotiation.* Before you decide to negotiate, however, you have to make some decisions.

1. Be sure that the issue is so serious that you would not take the job unless it were changed. Remember, when you ask to negotiate, the employer may withdraw the offer! The employer may have other candidates who would be willing to take the job as offered. In some cases the employer may not be able to change the offer due to contract or budget limitations.

2. If money is the issue, be sure you know the salary *range* you will accept. Having a range is better than an exact figure because it allows for compromise. For example, it may be easier for an employer to provide more in salary *and* benefits by providing "perks," like free parking or tuition assistance, than by providing cash.

Get the Job Done

Following are some general suggestions and guidelines on negotiating. Keep in mind that the idea is to let the employer know that you are *very interested,* but that there are some things that make you uncomfortable. *Remember—always keep a positive attitude.*

1. Salary is often an issue to negotiate . . . but salary is more than money in the paycheck. Salary includes benefits that typically are worth about 30 percent of your annual earnings. Benefits may include health and/or life insurance, parking, flexible work hours, training/education opportunities, use of a company car, relocation assistance, administrative leave, sick leave, vacation, participation in professional associations, and so forth.

2. Do your homework on what the job is worth and what industry working conditions are like. Be sure you get the information for the state or region in which the job is located.

3. Avoid *always* asking for more than is offered. Do so if there are good reasons to support your request.

4. Don't ignore job progression as a salary issue. If you do a good job, raises and promotions can make a difference in whether you like a job. You can sometimes make a compromise by accepting the job at the salary offered and asking for a review sooner than company policy normally allows.

NEGOTIATING IN PERSON

An in-person discussion offers the advantage of allowing you to deal with the employer's objection on the spot. If the job you are applying for is one where an offer may be made at the end of the interview, you should be prepared to negotiate at that point. The following guidelines will be helpful for in-person negotiations.

1. Thank the interviewer for the offer and express your interest in the position.

2. Mention the issues of concern and suggest compromises. If money is an issue, remember to suggest a *range* rather than a definite amount.

3. If you can't reach agreement and you are uncertain about accepting the bottom-line offer, ask if you can think about it overnight and call the next day with your decision.

4. Be positive and polite.

NEGOTIATING IN WRITING

Sometimes it works best to conduct negotiations in writing. It gives you the opportunity to word your remarks carefully (without getting flustered). It gives the employer a chance to cool off after the initial reaction, to talk your ideas over with others, and to make a counter offer. It avoids instant refusal. If you decide to do this, either hand deliver the letter the next day or use overnight mail. As you become more comfortable with negotiation, you may choose to address the issues in person.

Use the following rules to word your negotiation letter. Remember to keep the letter positive and factual.

1. Express your appreciation for the offer.

2. Mention that you are interested but would like to suggest some changes before accepting the offer.

3. List the issues of concern and suggest specific changes.

4. Suggest that you are confident that a mutually satisfactory arrangement can be reached.

5. Request a personal meeting to discuss issues, and suggest a date.

Negotiation Example

600 Middletown Pike
Burkittsville, MD 20000
1 February 1991

Ms. Hireall
Personnel Director
ABC Company
Goodeconomy, MD 99990

Dear Ms. Hireall:

Thank you for offering me the position of Manager of the Accounting Department. I am most interested in working for your company and look forward to making a contribution to ABC. I will be happy to accept your offer if we can agree on the following modification:

> You are offering a starting annual salary of $29,800. As we discussed, based on my qualifications, work experience and market value, I am looking for a starting salary in the $33,000-36,000 range. Can we explore the possibility of raising the starting salary offer to $34,000?

I am confident that we can reach a mutually satisfactory resolution. If you have no objections, I will call Friday morning and schedule an appointment to discuss the issue.

Again, thank you for the offer. I look forward to our next meeting and to starting work.

Sincerely,

Bristol Darrow

Practice

Refer to the mock interview you held in Section 4.9, and role play a negotiation session with the friend who acted as interviewer.

5.3 COMMUNICATING YOUR DECISION TO THE EMPLOYER

Situation Analysis

There are several possible outcomes for your analysis of job offers. You can:

- accept the offer,
- reject the offer,
- delay the decision, or
- accept the offer with modifications.

Whatever your decision, you must communicate your decision to the employer.

You can communicate your decision either verbally or in writing. If the offer was made verbally, a verbal response is sufficient. If the offer was made in writing, a written response is required. Usually the written offer from the employer will include a second copy for you to sign and send back. It is a good idea to request a written job offer, particularly if you are relocating for the job or if there is a time delay before actually starting work. If you are requesting to delay the decision, the request should be made verbally and then follow it up with a letter.

Get the Job Done

Following are guidelines and samples of various types of letters that correspond with your decision about offers. Use the guidelines and examples to draft your own letters.

Note that all letters should conform to standard rules of letter writing. Pay particular attention to the tone of the letter and carefully proofread before sending it.

best copy available

GUIDELINES FOR PREPARING LETTERS

Acceptance	Refusal	Request for Extension
1. Express your appreciation for the offer.	1. As with acceptances, you can refuse verbally or in writing. However, often it is easier to politely refuse in writing. *If you are not going to take a job offer, you should respond immediately.*	1. If you expect to receive another offer very soon, you may wish to request an extension before deciding. Requesting an extension is better than accepting the first offer and quitting several days later when the second job comes through.
2. State clearly that you intend to accept the job.	2. Express your appreciation for the offer.	2. You should make the request either in person or over the phone and follow-up with a letter.
3. List the terms and conditions of your employment as you understand them and specifically that you agree with them.	3. Clearly refuse the offer.	3. Express your appreciation for the offer.
4. Indicate the date when you are to begin work.	4. *Politely* but honestly explain the reason for your refusal.	4. Thank them for extending the time for your decision, and mention the date you arranged to let them know.
5. Mention that you are looking forward to working with the organization and invite them to forward to you any materials that you should read or complete before your first day of work.	5. Thank them for the effort/time.	5. Thank them for their cooperation.
6. Sign the letter, make and keep a copy, and send the original.	6. Sign the letter, make and keep a copy, and send the original.	6. Sign the letter, make and keep a copy, and send the original.

Acceptance Example

600 Middletown Pike
Burkittsville, MD 20000
1 February 1991

Ms. Hireall, Personnel Director
ABC Company
Goodeconomy, MD 99990

Dear Ms. Hireall:

Thank you for your offer for the position of accounting clerk. I accept the position with pleasure and look forward to making my contribution to ABC.

It is my understanding that the conditions of my employment are as follows:

- My initial salary will be $11,500 per year, paid in equal increments every 2 weeks.
- Benefits include accident, health, and life insurance, effective upon starting work.
- My probationary period lasts 6 months, with an initial performance and salary review after that time.
- Salary reviews are scheduled for every 6 months, after completing probation.
- Written performance reviews occur each year on the anniversary of my initial employment.
- The work day is 8 hours, workable between 7:00 a.m. and 7:00 p.m.
- Vacation and sick leave accrue at a rate of one day per month and are cumulative.

As we agreed, my starting date will be 15 February 1991. I enjoyed meeting you and look forward to working with the company. If there are materials I should read or complete prior to the 15th, please send them to me. I can be reached at (700) 700-0000 any evening for additional information.

Sincerely,

Bristol Darrow

Refusal Example

600 Middletown Pike
Burkittsville, MD 20000
1 February 1991

Ms. Hireall, Personnel Director
ABC Company
Goodeconomy, MD 99990

Dear Ms. Hireall:

Thank you for your offer of the accounting clerk position. Unfortunately, I must decline the offer.

After serious consideration, I have concluded that the offer of $9,500 per year does not adequately represent my skills and qualifications. Therefore, I will continue looking for work that falls into my expected salary range.

Thank you for your time and consideration. I wish you success in finding a suitable employee.

Sincerely,

Bristol Darrow

Extension Example

600 Middletown Pike
Burkittsville, MD 20000
1 February 1991

Ms. Hireall, Personnel Director
ABC Company
Goodeconomy, MD 99990

Dear Ms. Hireall:

Thank you for your offer of the accounting clerk position. As I mentioned on the phone, I will need an additional week to make my decision.

I am very interested in the position, but will wait to hear the results of another competition before making a final decision. I expect to know by February 13.

Once again, thank you for your offer. I will call to inform you of my decision by February 13. Thank you very much for your consideration.

Sincerely,

Bristol Darrow

Practice

Review the guidelines for communicating your decision to the employer, so that you will feel comfortable when you are in the real situation.

6. SUPPORT AND ASSISTANCE

6.1 JOB SEARCH ASSISTANCE

Situation Analysis

One of the first steps in finding a job is to identify where you can get job information and help. Some of the sources of job information are:

- Federal/state employment agencies;
- Private employment (or placement) agencies;
- School or college placement services;
- Professional and military associations; and
- Community organizations.

Where you go for information and assistance will depend on the type of job you want, where you want to live and work, and the available jobs in your field. The sources of job information listed above are described on the pages that follow. The appendices at the back of this manual gives addresses and phone numbers for some of them.

Get the Job Done

1. State Employment Service Agencies (Job Service)

Assistance in finding jobs is offered to veterans at local State Employment Service (ES) Offices throughout the country. The local ES offers services both to job seekers and employers at no charge. Although, the ES provides assistance to everyone looking for a job, veterans are given priority. The ES staff will evaluate your interests, skills, aptitudes, and abilities and match them with employers' job requirements. Qualified applicants are referred to employers for job interviews. Qualified *veterans* are referred to employers ahead of non-veterans.

WHERE TO APPLY: At your nearest local State Employment Service/Job Service Office. Do *NOT* go to the Department of Veterans Affairs (VA) for this assistance. A list of phone numbers for the State Employment Service Office in each state capitol is contained in Appendix A. You can call the number listed for your state or look in the blue pages of your telephone book under State Government for the local office nearest you.

2. Bureau of Apprenticeship and Training (BAT), United States Department of Labor

Apprenticeship combines on-the-job training and classroom instruction to teach workers all the aspects of highly skilled occupations. Programs are sponsored by employers and are often jointly conducted with a union.

Apprenticeship training ranges from one to six years. Most trades require three to four years. Apprentices earn while they learn to do the job, starting at a wage rate that is about half the journeyman's rate up to 95 percent of full pay near the end of their apprenticeship.

The BAT gives priority to veterans to help them gain entry into apprenticeship programs. All programs registered with the Bureau of Apprenticeship and Training or BAT-recognized State Apprenticeship Councils meet the Department of Veterans Affairs (VA) regulations for training establishments, which makes enrolled veterans eligible for VA educational assistance allowances.

WHERE TO GET INFORMATION ABOUT HOW TO APPLY:

- Local State Employment Service Agency;
- Regional or local offices of the BAT (look in the blue pages of your phone book);
- State apprenticeship agency;
- Joint Apprenticeship Committee;
- Union;
- Employer working in the craft you want to enter; or
- Write to: Bureau of Apprenticeship and Training, U.S. Department of Labor, Francis Perkins Bldg., 200 Constitution Avenue, N.W., Washington, D.C. 20210.

3. Disabled Veterans Outreach Program (DVOP)

The Assistant Secretary for Veterans' Employment and Training of the U.S. Department of Labor operates this program to locate disabled veterans, especially those of the Vietnam-era, and help find them jobs. Staff performing these outreach duties are usually disabled veterans themselves who work closely with the VA, veterans organizations and other community groups. Most staff are located in offices of the State Employment Service/Job Service but may be stationed in the VA veterans' assistance centers, psychological and readjustment counseling centers, and other VA facilities.

In carrying out the mandates of Congress, DVOP specialists provide the following services to assist veterans:

- Developing jobs and training opportunities for veterans through their contacts with employers, principally in the private sector.
- Promoting and developing apprenticeship and other on-the-job training opportunities.
- Using veterans' organizations, the State Employment Services offices and community-based organizations to locate veterans and make them aware of the services available to them.
- Assisting organizations that run government-funded employment and training programs in providing services to veterans.
- Developing linkages with federal, state, and local programs to promote employment opportunities for veterans.
- Developing entry-level and career job opportunities for veterans.
- Developing outreach programs with VA personnel engaged in providing counseling or rehabilitation services.

4. Local Veterans' Employment Representatives (LVER) Program

The local Employment/Job Service offices have "specially" trained Local Veterans' Employment Representatives to help veterans achieve their goals and objectives in the civilian labor market.

The Local Veterans' Employment Representatives (LVERs) are Employment Service employees who assure that maximum employment and training opportunities are offered to veterans seeking employment and training assistance. They assist veterans to find jobs, job training opportunities, and in general, advise veterans of their rights and benefits resulting from military service. LVERs will refer veterans to the appropriate agency or office best equipped to assist with a specific problem.

The Local Veterans' Employment Representative plays a key role in the community as an advocate for veterans in addition to assisting veterans in finding suitable jobs and training opportunities. LVERs are located in all local Employment/Job Service offices.

5. Job Training Partnership Act (JTPA)

The Job Training Partnership Act provides for a national job training program for disabled, Vietnam-era, and recently separated veterans conducted by the Department of Labor. Veterans' programs may be conducted through public agencies and private nonprofit organizations. The Assistant Secretary for Veterans' Employment and Training is responsible for administering the funds and monitoring the program. Close coordination with the Department of Veterans Affairs is required.

JTPA offices do not necessarily operate in the same manner in all states, nor do they offer the same job training services. The most common services provided by JTPA are job training and job search assistance.

The local State Employment Service office can assist you in getting information about JTPA training.

6. Employment in the Federal Government

As a result of the Vietnam Era Veterans Readjustment Assistance Act of 1974, the United States has a policy of promoting maximum job opportunities within the federal government for qualified disabled veterans and Vietnam-era veterans.

Under the law, all federal agencies are required to establish affirmative action plans to facilitate employment and advancement of disabled veterans and other handicapped persons.

All veterans may be eligible to receive helpful advantages in federal employment such as additional points added to passing scores in job competitions, waivers of certain physical requirements, first consideration for certain jobs, and preference for retention in layoffs.

Benefits are also provided for:

(1) unremarried widows or widowers and mothers of certain deceased veterans or military personnel;

(2) spouses of service-connected disabled veterans who are no longer able to work in their usual occupations; and

(3) mothers of veterans who are permanently disabled by service-connected injuries.

Civil Service Veterans Readjustment Appointments

Originally established by Executive Order 11521 on March 26, 1970, the VRA (Veterans Readjustment Appointments) authority provides improved Federal employment opportunities along with training or education for certain VEV's (Vietnam Era Veterans) and, since January 1, 1990, Post-Vietnam era veterans. It also allows agencies to convert these veterans to career-conditional appointments after 2 years of satisfactory employment and training. Active service must have exceeded 180 days (unless discharged for service-connected disability) and the discharge must have been other than dishonorable.

The President signed Public Law 101-237 on December 18, 1989. Section 407 of this law amends section 2014 of title 38, United States Code, the statutory authority for the VRA (Veterans Readjustment Appointment Program). The law was effective January 1, 1990. The main features of the new law are:

a. Provides 4-year extension of the program through December 31, 1993;

b. Changes eligibility to "Certain Vietnam era veterans and Post-Vietnam era veterans," i.e., a Vietnam era veteran who has a service connected disability; or during such era, served on active duty in the Armed Forces in a campaign or expedition for which a campaign badge has been authorized; and a veteran who served on active duty after the Vietnam era;

c. Changes the time limit on eligibility for appointment to the 4-year period after discharge or release; or the 2-year period after the President signed the bill into law, December 18, 1989;

d. Raises maximum entry Grade to GS-11 for Vietnam era veterans, and GS-9 for Post-Vietnam era veterans;

e. Changes education restriction to no more than 16 years, unless the veteran is a compensably disabled veteran;

f. No longer requires an agency education/training agreement if the veteran has 15 or more years of education.

Under the noncompetitive appointment authority for 30 percent disabled veterans, a disabled veteran with a compensable service-connected disability of 30 percent or more may be given by a Federal agency a noncompetitive appointment which may lead to conversion to career or career-conditional employment.

More specific information concerning these benefits and other Federal job information may be obtained by contacting the Federal Job Information Centers of the U.S. Office of Personnel Management. The Centers are listed in the blue pages of telephone books under United States Government. Or veterans may obtain a nationwide listing of the Federal Job Information Centers by writing the U.S. Office of Personnel Management, Federal Job Information Center, 1900 E Street, N.W., Washington, D.C. 20415.

Veterans may also inquire at any Department of Veterans Affairs facility for information about employment in the Federal government.

7. Private Employment Agencies

Job seekers use private employment agencies because they believe they will be in contact with individuals who know exactly where the jobs are to be found. Private employment agencies usually specialize in selected occupations and charge a fee for registration and/or placement. This fee varies and, in some instances, may be paid by the employer when an individual is hired. The yellow pages provide a listing of private employment agencies.

8. College/School Placement Agencies

Most institutions of higher education provide some kind of placement service, but this service is usually only available to students and alumni of the school. Some school/college placement agencies also provide instruction in job-hunting skills.

9. Military and Professional Associations and Organizations

Military and professional associations are useful for specialized occupations. They also can provide information on areas where the demand for a particular occupation is higher, and information on employers hiring individuals in a particular field. Some of the organizations even provide specific job search and career instruction assistance.

10. Yellow Pages of Telephone Directory, Industrial Directories, and Chamber of Commerce Lists

These are useful sources of information if you already know the type of job you want. These sources provide lists of companies employing individuals in the type of job that interests you.

11. Industrial and Craft Unions

Industrial and craft unions tend to deal with a limited number of occupations. They are advantageous in that they have exclusive hiring authority for some firms. If you have appropriate skills and/or aptitude and interests, this could be of value to you.

12. State Occupational Information Coordinating Committee (SOICC)

State Occupational Information Coordinating Committees can be used to help you find information about occupations in your state or local area. SOICC provides extensive labor market information including current and projected demand for workers by occupation. Many states also provide information on working conditions, educational requirements, and wages and benefits of specific occupations as well as information about training programs and educational institutions in the state. Call the number listed in Appendix A for the state you are interested in researching.

6.2 VETERANS BENEFITS

Situation Analysis

Taxpayer support for military services includes a number of military and veterans benefits that function similar to, but often in excess of, benefits programs in private industry. Military benefits are those services to which you and your family are entitled as an active duty or reserve member of the uniformed services. Veterans benefits are those benefits, administered by the Department of Veterans Affairs (VA), to which you, and in some cases, your family, are entitled, once you have departed the military.

Your eligibility for various benefits usually is based on two factors: (a) a particular period of service and (b) an other than dishonorable discharge. "Dishonorable" or "bad conduct" discharges issued by general court martials are a bar to veterans benefits. Other "bad conduct" discharges and discharges characterized by the service departments as "other than honorable" may or may not qualify for VA benefits depending upon a special determination made by VA, based on the facts of each case, as to whether the veteran was separated from service under "dishonorable conditions" or "other than dishonorable conditions."

Get the Job Done

Benefits

VA benefits include compensation to service-disabled veterans, educational assistance, vocational rehabilitation, home loans, life insurance programs, medical and dental treatment and other programs. The laws governing VA benefits change frequently. A brief description of each benefit available at the time of this publication is listed in the Veterans Benefits Timetable which follows. For more information concerning benefits, contact your nearest VA office (see Appendix C for a listing of VA Regional Offices).

VETERANS BENEFITS TIMETABLE

TIMETABLE	BENEFITS	WHERE TO APPLY
90 days	**Dental Treatment**: VA provides necessary dental care for veterans who were not provided dental examination and treatment within 90 days of discharge or separation from service. The time limit does not apply to veterans with dental disabilities resulting from combat wounds or service injuries.	Any VA Office or Medical Center
90 days	**Reemployment**: Apply to your former employer for reemployment.	Employer
Limited time	**Unemployment Compensation**: The amount of benefit and payment period vary among states. Apply soon after separation.	State Employment Service
Time varies	**Veterans' Job Training**: Assistance is available for apprenticeship training, on-the-job training, and special job training programs funded by the government.	The State Employment Service, U.S. Department of Labor, or any VA Office is available for Assistance.
120 days or up to 1 year if totally disabled	**Veterans' Group Life Insurance (VGLI)**: SGLI may be connected to a 5-year term coverage known as VGLI. Coverage may be in amounts of $50,000, $40,000, $30,000, $20,000, or $10,000, but not more than the SGLI amount at the time of separation. At the end of the 5-year term, VGLI may be converted to an individual commercial policy at standard premium rates regardless of health, with a participating insurance company.	Office of Servicemen's Group Life Insurance, 213 Washington Street, Newark, NJ 07102
1 year from date of notice of VA disability rating	**GI Insurance**: Low cost life insurance (up to $10,000) is available for veterans with service-connected disabilities. Veterans who are totally disabled may apply for a waiver of premiums on these policies.	Any VA Office

TIMETABLE	BENEFITS	WHERE TO APPLY
10 years from release from active duty or required Selected Reserve	**Education:** You may be eligible for educational assistance while you pursue approved training if you participated in either the Post-Vietnam Era Veterans' Educational Assistance Program (VEAP) (Chapter 32); or the Montgomery GI Bill (Chapter 30) while on active duty; or, If you had entitlement under the Vietnam Era GI Bill (Chapter 34) remaining on December 31, 1989 and were on active duty from October 19, 1984 through June 30, 1988; or were on active duty from October 19, 1984 through June 30, 1987 and subsequently entered into the Selected Reserve under a 4-year enlistment. For members of the Montgomery GI Bill-Selected Reserve (Chapter 106), benefits will end on the date of separation from the Selected Reserve or 10 years after the date eligibility began, whichever happens first.	Any VA Office
12 years (Generally from date of notice of VA disability rating.)	**Vocational Rehabilitation:** You must have a disability or disabilities which VA has rated at least 30 percent compensable, you must have an employment handicap, and you must be within your period of eligibility for the program. As part of a program of rehabilitation, VA will pay your tuition, fees, books, tools, and other program expenses as well as a monthly living allowance.	Any VA Office
No time limit	**Disability Compensation:** VA pays compensation for disabilities incurred in or aggravated by military service. Entitlement is established from date of separation if claim is filed within one year.	Any VA Office
No time limit	**Medical Care:** VA provides a full range of medical care benefits, including help for alcoholism and other drug dependency, to veterans with a service disability and to veterans with a nonservice-connected disability who meet certain eligibility criteria.	Any VA Office or Medical Center
No time limit	**GI Loans:** VA will guarantee your loan for the purchase of a home, farm with residence, manufactured home, or condominium.	Any VA Office

TIMETABLE	BENEFITS	WHERE TO APPLY
No time limit	**Employment Assistance:** Assistance is available in finding employment in private industry, in Federal Service and in local government.	Local or State Employment Service, U.S. Office of Personnel Mgmt, Any VA Office
No time limit	**Non-Service Connected Disability or Death Pension:** Veterans with qualifying war time service who are permanently or totally disabled due to non-service connected disabilities may be eligible for a monthly pension benefit depending on income. Surviving spouses and dependent children may also qualify.	Any VA Office
Time varies	**Burial Plot/Internment Entitlement:** The VA provides certain burial benefits to assist with the burial expenses of veterans and certain dependents or survivors.	VA National Cemetery having grave space, Any VA Office
No time limit	**Readjustment Counseling:** Veterans who served on active duty during the Vietnam era may be provided counseling to assist the veteran in readjusting to civilian life.	Any Vet Center, VA Hospital or VA Office
	SPECIAL NOTE	
1 year from date of the notification of the initial determination	**Appeal to Board of Veterans' Appeals:** Prospective VA beneficiary claimants have the right to appeal determinations made by a VA regional office or medical center. Appellate review will be initiated by a Notice of Disagreement and completed by a substantive appeal after a statement of the case has been furnished.	Department of Veterans Affairs facility responsible for making the determination

TIMETABLE	BENEFITS	WHERE TO APPLY

HOW TO APPLY

Before Discharge

1. Visit the career counselor of your unit *before* discharge and file an accurate DD214.

At Discharge

2. Get your copy of the accurate DD214 together with a copy of your release or discharge, and a copy of your service record (microfiche or hard copy). Place them in a safe place because you will need them, especially the DD214. If you do not take a copy of your service record, at least get copies of your correct medical documents, Training Record, and Education/Experiences Record.

After Discharge

3. Contact a Veterans Benefit Counselor at the nearest VA Regional Office. A listing of facilities is included in the Appendix C of this book. If you have a problem, toll-free special assistance is listed under United States Government.
4. Visit the Veterans Benefits counselor. Take along a copy of your DD214 and other materials as he/she may request. Using this list of benefits, ask questions about different suitable benefits.
5. Fill out and file paperwork, as required.
6. Continue to check in with Benefits Counselor to ensure that benefits are awarded, correctly and in a timely fashion.

As noted earlier, benefits change, new benefits are added and funding varies from year to year. For the most recent benefit list, contact your nearest VA office and request the current benefits publication. Consult your local telephone directory under United States Government, Department of Veterans Affairs, or directory assistance for the toll-free number to call to reach a VA representative in all 50 states, Washington, DC and Puerto Rico.

OTHER FEDERAL BENEFITS

Introduction

There are various benefits available to veterans and their dependents which are not administered by the Department of Veterans Affairs. These are summarized below with information on how to contact the proper agency.

Reemployment Rights

Under the Veterans' Reemployment Rights (VRR) law, a person who left a civilian job in order to enter active duty in the Armed Forces, either voluntarily or involuntarily, may be entitled to return to his or her civilian job after discharge or release from active duty. There are five basic eligibility criteria that must be met under the VRR law:

1. You must have been employed in an "other than temporary" civilian job.
2. You must have left the civilian job for the purpose of entering military service.
3. You must not remain on active duty longer than four years, unless the period beyond four years (up to an additional year) is "at the request and for the convenience of the Federal Government," and the DD Form 214 carries this statement.
4. You must be discharged or released from active duty "under honorable conditions."
5. You must apply for reemployment with the pre-service employer within 90 days after separation from active duty.

A person meeting these criteria may be entitled to either a better or lesser job with the civilian employer than the one he left. The main point of the VRR law is to place the returning veteran in the job that would have been attained if he or she had remained continuously employed instead of going on active duty. This means that you may be entitled to benefits that are generally based on seniority, such as pensions, pay increases, missed promotions and missed transfers.

Your application for reemployment should be given verbally or in writing to a person who is authorized to represent the company for hiring purposes. You should keep a record of when and to whom the application is given. This is important because if you have problems in attaining reemployment you may be eligible to have the Department of Labor (which administers the VRR law) represent you, based on the validity of your claim.

Questions on the VRR law, or requests for assistance in attaining reemployment if you have problems with your pre-service employer, should be directed to the Department of Labor's Director for Veterans' Employment and Training (DVET) for the State in which your employer is located. Look in Appendix A for the number to call to reach the DVET in your state.

Employment Contacts

(a) For private employment and State or local government employment—contact any office of the Veterans' Employment and Training Service, U.S. Department of Labor.

(b) For Federal employment—contact any of the U.S. Office of Personnel Management's regional offices or Federal Job Information Centers.

Applying for Reemployment

A veteran must apply to his or her pre-service employer within 90 days after separation from active duty or release from hospitalization continuing for not more than a year immediately after active duty. For Reservists and National Guard members returning from initial active duty for training of 12 consecutive weeks or more, the applications period is 31 days instead of 90. Reservists and National Guard members returning from other types of military training duty or service must report back to their employer for the next scheduled work period after their return home, allowing for hospitalization and necessary travel and rest time.

Unemployment Compensation for Ex-Service Personnel

The purpose of unemployment compensation for ex-service personnel is to provide a weekly income for a limited period of time to help them meet basic needs while searching for employment. The amount and duration of payments are governed by federal and state laws and vary considerably. Benefits are paid from federal funds.

Ex-service personnel should apply immediately after leaving military service at their nearest local State Employment Service/Job Service office (NOT the VA) and present copy 4 of their Form DD 214 to determine their eligibility for benefits.

APPENDIX A: STATE EMPLOYMENT SERVICE AGENCIES

Look in the white pages of your telephone book or in the blue pages under State Government or contact the state Job Service Office for the location of the local office nearest you.

ALABAMA	Montgomery, AL	(205) 261-5364
ALASKA	Juneau, AK	(907) 465-2712
ARIZONA	Phoenix, AZ	(602) 255-4711
ARKANSAS	Little Rock, AR	(501) 682-5227
CALIFORNIA	Sacremento, CA	(916) 322-7318
COLORADO	Denver, CO	(303) 866-6180
CONNECTICUT	Wethersfield, CT	(203) 566-8818
DELAWARE	Newark, DE	(302) 368-6911
FLORIDA	Tallahassee, FL	(904) 488-7228
GEORGIA	Atlanta, GA	(404) 656-6380
HAWAII	Honolulu, HI	(808) 548-6468
IDAHO	Boise, ID	(208) 334-6399
ILLINOIS	Chicago, IL	(312) 793-8138
INDIANA	Indianapolis, IN	(317) 232-3270
IOWA	Des Moines, IA	(515) 281-4895
KANSAS	Topeka, KS	(913) 296-5075
KENTUCKY	Frankfort, KY	(502) 564-7015
LOUISIANA	Baton Rouge, LA	(504) 342-3016
MAINE	Augusta, ME	(207) 289-3431
MARYLAND	Baltimore, MD	(301) 333-5353
MASSACHUSETTS	Boston, MA	(617) 727-6606
MICHIGAN	Detroit, MI	(313) 876-5308
MINNESOTA	St. Paul, MN	(612) 296-3627
MISSISSIPPI	Jackson, MS	(601) 961-7500
MISSOURI	Jefferson City, MO	(314) 751-3791
MONTANA	Helena, MT	(406) 444-3461
NEBRASKA	Lincoln, NE	(402) 475-8451
NEVADA	Carson City, NV	(702) 885-4630
NEW HAMPSHIRE	Concord, NH	(603) 228-4051
NEW JERSEY	Trenton, NJ	(609) 292-2400
NEW MEXICO	Albuquerque, NM	(505) 841-8437
NEW YORK	Albany, NY	(518) 457-2612
NORTH CAROLINA	Raleigh, NC	(919) 733-7522
NORTH DAKOTA	Bismarck, ND	(701) 224-2843
OHIO	Columbus, OH	(614) 644-6640
OKLAHOMA	Oklahoma City, OK	(405) 557-7191
OREGON	Salem, OR	(503) 378-6753
PENNSYLVANIA	Harrisburg, PA	(717) 787-3354
PUERTO RICO	Hato Rey, PR	(809) 754-5327
RHODE ISLAND	Providence, RI	(401) 227-3722
SOUTH CAROLINA	Columbia, SC	(803) 737-2625
SOUTH DAKOTA	Aberdeen, SD	(605) 622-2301
TENNESSEE	Nashville, TN	(615) 741-4171
TEXAS	Austin, TX	(512) 463-2209
UTAH	Salt Lake City, UT	(801) 533-2202
VERMONT	Montpelier, VT	(802) 229-0311
VIRGINIA	Richmond, VA	(804) 786-7097
VIRGIN ISLANDS	Charlotte Amalie, VI	(809) 776-3700
WASHINGTON	Olympia, WA	(206) 438-4000
WEST VIRGINIA	Charleston, WV	(304) 348-9180
WISCONSIN	Madison, WI	(608) 266-8561
WYOMING	Casper, WY	(307) 235-3611

APPENDIX B: VETERANS SERVICE ORGANIZATIONS

1. National Service Organizations

	Headquarters	
American Legion	Washington, DC	(202) 861-2700
American National Red Cross	Washington, DC	(202) 737-8300
AMVETS	Lanham, MD	(301) 459-9600
Blinded Veterans Association	Washington, DC	(202) 371-8880
Disabled American Veterans	Washington, DC	(202) 554-3501
Marine Corps League	Arlington, VA	(703) 207-9588
Military Order of the Purple Heart	Washington, DC	(703) 642-5360
Paralyzed Veterans of America, Inc.	Washington, DC	(202) 872-1300
Veterans of Foreign Wars of the United States	Kansas City, MO	(816) 756-3390
Vietnam Veterans of America	Washington, DC	(202) 332-2700

2. Other National Service Organizations Recognized by the VA

Air Force Sergeants Association	Marlow Heights, MD	(301) 899-3500
American Veterans Committee	Washington, DC	(202) 667-0090
Army and Navy Union, USA	Lakemore, OH	(216) 733-3113
Army Mutual Aid Association	Arlington, VA	(703) 522-3060
Fleet Reserve Association	Washington, DC	(202) 785-2768
Jewish War Veterans of the United States	Washington, DC	(202) 265-6280
National Jewish Welfare Board	New York, NY	(212) 532-4949
National Tribune	Washington, DC	(202) 829-3225
Navy Mutual Aid Association	Washington, DC	800-628-6011

3. Other Military Service Related Organizations

Air Force Association (AFA)	Arlington, VA	(703) 247-5800
Association of the United States Army (AUSA)	Arlington, VA	(703) 841-4300
Armed Forces Communications and Electronics Association	Fairfax, VA	(703) 631-6100
Marine Executive Association (MEA)	McLean, VA	(703) 734-7974
Navy League of the United States	Arlington, VA	(703) 528-1775
Non Commissioned Officers Association (NCOA)	Alexandria, VA	(703) 549-0311
The Retired Officers Association	Alexandria, VA	(703) 549-2311
West Point Alumni Association	New York, NY	(914) 938-4600

4. State Organizations Recognized by VA

Alabama Department of Veterans Affairs	Montgomery, AL	(205) 242-5077
Alaska Division of Veterans Affairs	Juneau, AK	(907) 249-1241
American Samoa-Veterans Affairs Office	Pago Pago, AmSamoa	(684) 633-4116
Arizona-Veterans Service Commission	Phoenix, AZ	(602) 255-4713
Arkansas-Department of Veterans Affairs	Little Rock, AR	(501) 370-3820
California-Department of Veterans Affairs	Sacramento, CA	(916) 445-9518
Colorado-Department of Social Services	Denver, CO	(303) 866-5025
Connecticut-Soldiers, Sailors, and Marine Fund	Hartford, CT	(203) 566-2260
Delaware-Commission of Veterans Affairs	Dover, DE	(302) 739-2792
District of Columbia-Office of Veterans' Affairs	Washington, DC	(202) 727-0327
Florida-Division of Veterans Affairs	St. Petersburg, FL	(813) 898-4443
Georgia-Department of Veterans Service	Atlanta, GA	(404) 656-2300
Guam-Office of Veterans Affairs	Agana, Guam	(0-11-671) 472-6002
Hawaii-Department of Social Services Office of Veterans Services	Honolulu, HI	(808) 548-8150
Idaho-Division of Veterans Services	Boise, ID	(208) 334-5000

Veterans Service Organizations *(continued)*

Illinois-Department of Veterans Affairs	Springfield, IL	(217) 782-6641
Indiana-Department of Veterans Affairs	Indianapolis, IN	(317) 232-3910
Iowa-Department of Public Defense	Des Moines, IA	(515) 242-5333
Kansas-Veterans Commission	Topeka, KS	(913) 296-3976
Kentucky-Division of Veterans Affairs	Louisville, KY	(502) 564-8514
Louisiana-Department of Veterans Affairs	Baton Rouge, LA	(504) 342-5863
Maine-Bureau of Veterans Services	Augusta, ME	(207) 289-4060
Maryland-Veterans Service Commission	Baltimore, MD	(301) 962-4700
Massachusetts-Office of Commissioner of Veterans Service	Boston, MA	(617) 727-3570
Michigan-Veterans Trust Fund	Lansing, MI	(517) 373-3130
Minnesota-Department of Veterans Affairs	St. Paul, MN	(612) 296-2562
Mississippi-Veterans Affairs Board	Jackson, MS	(601) 354-7205
Missouri-Veterans Commission	Jefferson City, MO	(314) 751-3779
Montana-Veterans Affairs Division	Helena, MT	(406) 444-6926
Nebraska-Department of Veterans Affairs	Lincoln, NE	(402) 471-2458
Nevada-Commission of Veterans Affairs	Reno, NV	(702) 789-0155
New Hampshire-State Veterans Council	Concord, NH	(603) 624-9230
New Jersey-Division of Veteran Service	Trenton, NJ	(609) 530-6957
New Mexico-Veterans Service Commission	Santa Fe, NM	(505) 827-6300
New York-Division of Veterans Affairs	New York, NY	(518) 474-3752
North Carolina-Division of Veterans Affairs	Raleigh, NC	(919) 733-3851
North Dakota-Department of Veterans Affairs	Fargo, ND	(701) 237-8383
Ohio-Division of Soldiers Claims and Veterans Affairs	Columbus, OH	(614) 466-5453
Oklahoma-Department of Veterans Affairs	Oklahoma City, OK	(405) 521-3684
Oregon-Department of Veterans Affairs	Salem, OR	(503) 373-2388
Pennsylvania-Department of Military Affairs	Harrisburg, PA	(717) 867-8572
Puerto Rico-Department of Labor, Veterans Office	Hato Rey, PR	(809) 754-5756
Rhode Island-Veterans Affairs	Providence, RI	(401) 253-8000
South Carolina-Department of Veterans Affairs	Columbia, SC	(803) 734-0200
South Dakota-Division of Veterans Affairs	Pierre, SD	(605) 773-3269
Tennessee-Department of Veterans Affairs	Nashville, TN	(615) 741-2345
Texas-Veterans Affairs Commission	Austin, TX	(512) 463-5538
Utah-Office of Veterans Services	Salt Lake City, UT	(801) 524-6760
Vermont-Veterans Affairs Section, Military Department	Montpelier, VT	(802) 828-3379
Virginia-Division of War Veterans Claims	Roanoke, VA	(703) 982-6396
Virgin Islands-Department of Veterans Affairs	Christiansted, St. Croix Virgin Islands	(809) 773-6633
Washington-Department of Veterans Affairs	Olympia, WA	(206) 753-5586
West Virginia-Department of Veterans Affairs	Charleston, WV	(304) 348-3661
Wisconsin-Department of Veterans Affairs	Madison, WI	(608) 266-1315
Wyoming-Department of Veterans Affairs	Cheyenne, WY	(307) 778-7396

APPENDIX C: DEPARTMENT OF VETERANS AFFAIRS REGIONAL OFFICES AND MEDICAL CENTERS

VA installations are listed below by state. Information on VA benefits may be obtained from the following installations: Regional Offices (RO); other offices (O) and Regional Office and Insurance Centers in Philadelphia and St. Paul. Abbreviations of other installations are as follows: MC—Medical Center (Hospital); D—Domiciliary Care; NHC—Nursing Home Care; OPC—Outpatient Clinic (independent); OCH—Outpatient Clinic (physically separated from hospital); OCS—Outpatient Clinic Satellite; NC—National Cemetery.

A nationwide toll free number (1-800-669-8477) for insurance inquiries and requests for service is also available to policyholders and beneficiaries who are covered by a VA-administered life insurance policy. Calls may be made to this number from 8:00 AM to 5:30 PM (Eastern Standard Time).

Beneficiaries residing or traveling overseas requiring information or assistance should contact the nearest American Embassy or Consulate. In Canada, contact the local office of the Canadian Department of Veterans Affairs.

Alabama

Birmingham (MC) 35233
700 S. 19th St.
(205) 933-8101

Mobile (OCS) 36617
2451 Fillingim St.
(205) 690-2875

Montgomery (MC) 36193
215 Perry Hill Rd.
(205) 272-4670

Montgomery (RO) 36104
474 S. Court St.

If you reside in the local telephone area of:
Birmingham—322-2492
Huntsville—539-7742
Mobile—432-8645
Montgomery—262-7781

All other areas in Alabama—(800) 392-8054

Tuscaloosa (MC & NHC) 35404
Loop Rd.
(205) 553-3760

Tuskegee (MC & NHC) 36083
(205) 727-0550

Alaska

Anchorage (RO & OC) 99501
235 E. 8th Avenue

Fort Wainwright (OCS) 99703
Bassett Army Hospital
Room 262
(907) 353-5208

If you live in the local telephone area of:
Anchorage—279-6116

All other Alaska communities—(800) 478-2500

Arizona

Phoenix (MC & NHC) 85012
7th St. & Indian School Rd.
(602) 277-5551

Phoenix (RO) 85012
3225 N. Central Ave.

If you live in the local telephone area of:
Phoenix—263-5411

All other Arizona areas—(800) 352-0451

Prescott (MC & D) 86313
(602) 445-4860

Tucson (MC & NHC) 85723
3601 S. 6th Ave.
(602) 792-1450

Arkansas

Fayetteville (MC) 72701
1100 N. College Ave.
(501) 443-4301

Little Rock (RO) 72115
Building 65, Ft. Roots
North Little Rock, AR
Mailing: P.O. Box 1280
North Little Rock 72115
(501) 370-3800

If you live in the local telephone area of:
Little Rock—370-3800

All other Arkansas areas—(800) 482-5434

Little Rock (MC, D & NHC)
4300 West Seventh St. 72205
(501) 661-1201
(501) 372-8361

California

East Los Angeles
(O) 90022
VA Ambulatory Care Facility
5400 E. Olympic Blvd.
Commerce
(800) 827-2013

Fresno (MC & NHC) 93703
2615 E. Clinton Ave.
(209) 225-6100

Livermore (MC & NHC) 94550
4951 Arroyo Road
(415) 447-2560

Loma Linda (MC & NHC)
92354
11201 Benton St.
(714) 825-7084

Long Beach (MC & NHC)
90822
5901 E. 7th St.
(213) 494-2611

Los Angeles (RO) 90024
Federal Building
11000 Wilshire Blvd.
West Los Angeles

Counties of Inyo, Kern, Los Angeles, Orange, San Bernardina, San Luis Obispo, Santa Barbara and Ventura:

If you live in the local telephone area of:
Central LA—479-4011

All other areas of the above counties—(800) 827-2013
Counties of Alpine, Lassen, Modoc and Mono served by:
Reno, NV (RO) 89520
1201 Terminal Way
(800) 648-5406

West Los Angeles (MC, NHC, & D) 90073
11301 Wilshire Blvd.
(213) 478-3711

Los Angeles (OC) 90013
425 S. Hill St.
(213) 894-3902

Martinez (MC) 94553
150 Muir Rd.
(415) 228-6800

Department of Veterans Affairs Regional Offices and Medical Centers (*continued*)

Oakland (OCS) 94612
2221 Martin Luther King, Jr. Way
(415) 273-7096

Palo Alto (MC, D & NHC) 94304
3801 Miranda Ave.
(415) 493-5000

Sacramento (OCS) 95820
600 Broadway
(916) 440-2625

San Diego (RO) 92108
2022 Camino Del Rio North
Counties of Imperial, Riverside, and San Diego:

If you live in the local telephone area of:
Riverside—686-1132
San Diego—297-8220

All other areas of the above counties—(800) 532-3811
San Diego (MC & NHC) 92161
3350 LaJolla Village Dr.
(619) 552-8585

San Diego (OCH) 82108
Palomar Building
2022 Camino Del Rio North

San Francisco (RO) 94105
211 Main St.

For recorded benefits information call (415) 974-0138 (24-hour availability but not toll free)
San Francisco—495-8900

All other areas of Northern California
(800) 827-0641

San Francisco (MC) 94121
4150 Clement St.
(415) 221-4810

Santa Barbara (OCS) 93110
4440 Calle Real
(805) 683-1491

Sepulveda (MC & NHC) 91343
1611 Plummer St.
(818) 891-7711

Colorado

Denver (RO) 80225
44 Union Blvd.
P.O. Box 25126

If you live in the local telephone area of:
Colorado Springs—475-9911
Denver—980-1300
Pueblo—545-1764

All other Colorado areas—(800) 332-6742

Colorado Springs (OCS)
1785 N. Academy Blvd. 80909
(719) 380-0004

Denver (MC & NHC) 80220
1055 Clermont St.
(303) 399-8020

Fort Lyon (MC & NHC) 81038
(719) 456-1260

Grand Junction (MC & NHC) 81501
2121 North Ave.
(303) 242-0731

Connecticut

Hartford (RO) 06103
450 Main St.
(203) 278-3230

All other Connecticut areas—(800) 842-4315

Newington (MC) 06111
555 Willard Ave.
(203) 666-6951

West Haven (MC & NHC) 06516
W. Spring St.
(203) 932-5711

Delaware

Wilmington (RO & MC) 19805
1601 Kirkwood Highway
If you live in the local telephone area of:
Wilmington—998-0191

All other Delaware areas—(800) 292-7855

Wilmington (MC & NHC) 19805
1601 Kirkwood Highway
(302) 994-2511

District of Columbia

Washington, D.C. (RO) 20421
941 N. Capitol St., N.E.
(202) 872-1151

Washington D.C. (MC & NHC) 20422
50 Irving St., N.W.
(202) 745-8000

Florida

Bay Pines (MC, D, NHC, & OCH) 33504
1000 Bay Pines Blvd., N
(813) 398-6661

Daytona Beach (OCS) 32117
1900 Mason Avenue
(904) 274-4600

Fort Myers (OCS) 33901
2070 Carrell Road
(813) 939-3939

Gainesville (MC, NHC) 32602
1601 Southwest Archer Rd.
(904) 376-1611

Jacksonville (O) 32206
1833 Boulevard
Room 3105
(904) 356-1581

Jacksonville (OCS) 32206
1833 Boulevard
(904) 791-2751

Lake City (MC & NHC) 32055
801 S. Marion St.
(904) 755-3016

Miami (MC & NHC) 33125
1201 N.W. 16th St.
(305) 324-4455

Miami (O) 33130
Federal Building, Rm. 103A
51 S.W. 1st Ave.
(305) 358-0669

Oakland Park (OCS) 33334
5599 N. Dixie Highway
(305) 771-2101

Orlando (OCS) 32806
83 W. Columbia St.
(407) 425-7521

Pensacola (O) 32503-7492
312 Kenmore Road
Room 16250
(904) 434-3537

Pensacola (OCS) 32503
312 Kenmore Road
(904) 476-1100

Port Richey (OCS) 34668
8911 Ponderosa
(813) 869-3203

Riviera Beach (OCS) 33404
Exec. Plaza, 301 Broadway
(407) 845-2800

St. Petersburg (RO) 33701
144 1st Ave. S.

If you live in the local telephone area of:
Cocoa/Cocoa Beach—783-8930
Daytona Beach—255-8351
Ft. Lauderdale/Hollywood—522-4725
Ft. Myers—334-0900
Gainesville—376-5266
Jacksonville—356-1581
Lakeland/Winter Haven—688-7499
Melbourne—724-5600
Miami—358-0669
Orlando—425-2626
Pensacola—434-3537
Sarasota—366-2939
Tallahassee—224-6872
Tampa—299-0451
West Palm Beach—833-5734
St. Petersburg/Clearwater—898-2121

All other Florida areas—(800) 282-8821

Tampa (MC & NHC) 33612
13000 N. 30th St.
(813) 972-2000

Georgia

Atlanta (RO) 30365
730 Peachtree St. N.E.

If you live in the local telephone area of:
Albany—439-2331
Atlanta—881-1776
Augusta—738-5403
Columbus—324-6646
Macon—745-6517
Savannah—232-3365

All other Georgia areas—(800) 282-0232

Augusta (MC & NHC) 30910
2460 Wrightsboro Road
(404) 724-5116

Decatur (MC, NHC) 30033
1670 Clairmont Rd.
(404) 321-6111

Dublin (MC, D & NHC) 31021
Highway 80 West
(912) 272-1210

Department of Veterans Affairs Regional Offices and Medical Centers (*continued*)

Hawaii

Honolulu (RO) 96813
PJKK Federal Bldg.
300 Ala Moana Blvd.
Mailing:
P.O. Box 50188
Honolulu 96850

If you live in the local
telephone area of:
Is. of Oahu—541-1000
Is. of Hawaii—961-3661
Is. of Kauai, Lanai, Maui &
Molokai—(800) 232-2535

Honolulu (OPC) 96850
P.O. Box 50188
300 Ala Moana Blvd.
(808) 541-1600

Idaho

Boise (RO) 83724
Federal Bldg. and
U.S. Courthouse
550 W. Fort St., Box 044

If you live in the local
telephone area of:
Boise—334-1010

All other Idaho areas—
(800) 632-2003

Boise (MC & NHC) 83702
500 West Fort Street
(208) 336-5100

Illinois

Chicago (MC) 60611
333 E. Huron St. (Lakeside)
(312) 943-6600

Chicago (MC) 60680
(West Side)
820 S. Damen Ave.
P.O. Box 8195
(312) 666-6500

Chicago (RO) 60680
536 S. Clark St.
P.O. Box 8136
If you live in the local
telephone area of:
Bloomington/Normal
829-4374
Carbondale—457-8161
Champaign-Urbana—344-7505
Chicago—663-5510
Decatur—429-9445
E. St. Louis—274-5444
Peoria—674-0901
Rockford—968-0538
Springfield—789-1246

All other Illinois areas—
(800) 972-5327

Danville (MC & NHC) 61832
1900 E. Main St.
(217) 442-8000

Hines (MC & NHC) 60141
Roosevelt Rd. & 5th Ave.
(708) 343-7200

Marion (MC) 62959
Main St.
(618) 997-5311

North Chicago (MC, D & NHC)
60064
3001 Green Bay Rd.
(708) 688-1900

Peoria (OCS) 61605
411 Dr. Martin Luther King Dr.
(309) 671-7350

Indiana

Crown Point (OPC) 46307
Adam Benjamin, Jr. VA OPC
9330 Broadway
(219) 622-0001

Evansville (OCS) 47708
214 S.E., 6th St.
(812) 465-6202

Fort Wayne (MC & NHC)
46805
2121 Lake Dr.
(219) 426-5431

Indianapolis (RO) 46204
575 N. Pennsylvania St.

All other Indiana areas—
(800) 827-0634

Indianapolis (MC & NHC)
46202
1481 W. 10th St.
(317) 635-7401

Marion (MC & NHC) 46952
E. 38th St.
(317) 674-3321

Iowa

Des Moines (RO) 50309
210 Walnut St.
(515) 284-0219

All other Iowa areas—
(800) 362-2222

Des Moines (MC) 50310
30th & Euclid Ave.
(515) 255-2173

Iowa City (MC) 52240
Hwy. 6 West
(319) 338-0581

Knoxville (MC, D, & NHC)
50138
1515 W. Pleasant St.
(515) 842-3101

Kansas

Leavenworth (MC, NHC, & D)
66048
4201 S. 4th St., Trafficway
(913) 682-2000

Topeka (MC & NHC) 66622
2200 Gage Blvd.
(913) 272-3111

Wichita (RO& MC) 67218
55 East Kellogg

If you live in the local
telephone area of:
Kansas City—432-1650
Topeka—357-5301
Wichita—264-9123

All other Kansas areas—
(800) 362-2444

Wichita (MC & NHC) 67218
5500 E. Kellogg
(316) 685-2221

Kentucky

Lexington (MC & NCH) 40507
Leestown Rd.
(606) 223-4511

Louisville (RO) 40202
600 Martin Luther King, Jr.
Place

If you live in the local
telephone area of:
Louisville—584-2231

All other areas—
(800) 827-2050

Louisville (MC) 40202
800 Zorn Ave.
(502) 895-3401

Louisiana

Alexandria (MC & NHC) 71301
Shreveport Hwy.
(318) 473-0010

New Orleans (RO) 70113
701 Loyola Ave.

If you live in the local
telephone area of:
Baton Rouge—343-5539
New Orleans—561-0121
Shreveport—424-8442

All other Louisiana areas—
(800) 462-9510

New Orleans (MC) 70146
1601 Perdido St.
(504) 568-0811

Shreveport (MC & O) 71130
510 E. Stoner Ave.
(318) 424-8442 (Office)
(318) 221-8411 (Hospital)

Maine

Portland (O) 04101
236 Oxford St.
(207) 775-6391
Togus (MC & RO Center)
04330

If you live in the local
telephone area of:
Portland—775-6391
Togus—623-8000

All other Maine areas—
(800) 452-1935

Togus (MC & NHC) 04330
Route 17 East
(207) 623-8411

Maryland

Counties of Montgomery and
Prince Georges:
Washington, DC (RO) 20421
941 N. Capitol St. N.E.

If you live in the above
Maryland counties
872-1151

All other Maryland Counties:
Baltimore (RO) 21201
31 Hopkins Plaza
Federal Building

If you live the local
telephone area of:
Baltimore—685-5454

Department of Veterans Affairs Regional Offices and Medical Centers (*continued*)

All other Maryland areas—
(800) 492-9503

Baltimore (OCH) 21201
31 Hopkins Plaza
Federal Building
(301) 962-4610

Baltimore (MC) 21218
3900 Loch Raven Blvd.
(301) 467-9932

Baltimore (Prosthetics Assessment Information Center) 21201
103 S. Gay St.
(301) 962-3934

Fort Howard (MC & NHC)
21052
N. Point Rd.
(301) 477-1800

Perry Point (MC & NHC) 21902
(301) 642-2411

Massachusetts

Bedford (MC & NHC) 01730
200 Spring Rd.
(617) 275-7500

Boston (MC) 02130
150 S. Huntington Ave.
(617) 232-9500

Boston (OCS) 02114
251 Causeway St.
(617) 248-1000

Towns of Fall River and New
Bedford and counties of
Barnstable, Dukes,
Nantucket, part of Plymouth,
and Bristol are served by
Providence, R.I. (RO) 02903
380 Westminster Mall
(800) 556-3893

Remaining Massachusetts
counties served by:
Boston (RO) 02203
John Fitzgerald Kennedy
Federal Bldg.
Government Center

If you live in the local
telephone area of:
Boston—227-4600
Brockton—588-0764
Fitchburg/Leominster—342-8927
Lawrence—687-3332
Lowell—454-5463
Springfield—785-5343
Worcester—791-3595

All other Massachusetts areas—
(800) 392-6015

Boston (OC) 02108
17 Court St.
(617) 223-2020

Brockton (MC & NHC) 02401
940 Belmont St.
(508) 583-4500

Lowell (OCS) 01852
Old Post Office Bldg.
50 Kearney Square
(508) 453-1746

New Bedford (OCS) 02740
53 N. Sixth St.
(508) 997-0721

Northampton (MC & NHC)
01060
421 N. Main St.
(413) 584-4040

Springfield (OCS) 01103
1550 Main St.
(413) 785-0301

West Roxbury (MC) 02132
1400 VFW Parkway
(617) 323-7700

Worcester (OCS) 01608
595 Main St.
(508) 793-0200

Michigan

Allen Park (MC & NHC) 48101
Southfield & Outer Drive
(313) 562-6000

Ann Arbor (MC & NHC) 48105
2215 Fuller Rd.
(313) 769-7100

Battle Creek (MC & NHC)
49016
5500 Armstrong Rd.
(616) 966-5600

Detroit (RO) 48226
Patrick V. McNamara
Federal Bldg.
477 Michigan Ave.
(313) 964-5110

All other Michigan areas—
(800) 827-1996

Gaylord (OCS) 49735
850 N. Otsego
(517) 732-7525

Grand Rapids (OCS) 49503
260 Jefferson St., S.E.
(616) 459-2200

Iron Mountain (MC, D, & NHC)
49801
H Street
(906) 774-3300

Saginaw (MC & NHC) 48602
1500 Weiss St.
(517) 793-2340

Minnesota

Minneapolis (MC) 55417
One Veterans Drive
(612) 725-2000

St. Cloud (MC, D, & NHC)
56301
8th St. No. 44th Ave.
(612) 252-1670

St. Paul (RO & Insurance
Center) 55111
Federal Bldg., Fort Snelling

If you live in the local
telephone area of:
Duluth—722-4467
Minneapolis—726-1454
Rochester—288-5888
St. Cloud—253-9300
St. Paul—726-1454

Counties of Becker, Beltrami,
Clay, Clearwater, Kittson,
Lake of the Woods,
Mahnomen, Marshall,
Norman, Otter Tail,
Pennington, Polk, Red Lake,
Roseau, and Wilkin are
served by Fargo, ND (RO)
(800) 437-4668

All other Minnesota areas—
(800) 692-2121

St. Paul (OCH) 55111
Fort Snelling
(612) 725-6767

Mississippi

Biloxi (MC, D & NHC) 39531
Pass Rd.
(601) 388-5541

Jackson (MC & NHC) 39216
1500 E. Woodrow Wilson Dr.
(601) 362-4471

Jackson (RO) 39269
100 W. Capitol St.

If you live in the local
telephone area of:
Jackson—965-4873

All other Mississippi areas—
(800) 827-2028

Missouri

Columbia (MC & NHC) 65201
800 Hospital Dr.
(314) 443-2511

Kansas City (MC) 64128
4801 Linwood Blvd.
(816) 861-4700

Kansas City (O) 64106
Federal Office Bldg.
601 E. 12th St.
(816) 426-5763
(800) 392-3761

Poplar Bluff (MC & NHC)
63901
Hwy. 67 North
(314) 686-4151

St. Louis (RO) 63103
Federal Bldg.
1520 Market St.
(314) 342-1171

All other Missouri areas—
(800) 392-3761

St. Louis (MC & NHC) 63106
John Cochran Division
915 N. Grand Blvd.
(314) 652-4100

St. Louis 63125
Jefferson Barracks Division
(314) 487-0400

Montana

Fort Harrison (RO & MC) 59636

If you live in the local
telephone area of:
Fort Harrison/Helena—447-7975
Great Falls—761-3215

All other Montana areas—
(800) 332-6125

Billings (OCH) 59101
1127 Alderson Ave.
(406) 657-6786

Fort Harrison (MC) 59636
Wm. St. Hwy. 12 W.
(406) 442-6410

Miles City (MC & NHC) 59301
210 S. Winchester
(406) 232-3060

Department of Veterans Affairs Regional Offices and Medical Centers (*continued*)

Nebraska

Grand Island (MC & NHC)
68803
2201 N. Broad Well
(308) 382-3660

Lincoln (RO) 68516
5631 S. 48th St.

If you live in the local
telephone area of:
Lincoln—437-5001

All other Nebraska areas—
(800) 827-6544

Lincoln (MC) 68510
600 S. 70th St.
(402) 489-3802

Omaha (MC) 68105
4101 Woolworth Ave.
(402) 346-8800

Nevada

Las Vegas (OCS) 89102
1703 W. Charleston
(702) 385-3700

Reno (MC & NHC) 89520
1000 Locust St.
(702) 786-7200

Reno (RO) 89520
1201 Terminal Way

If you live in the local
telephone area of:
Las Vegas—386-2921
Reno—329-9244

All other Nevada areas—
(800) 992-5740

California Counties of Alpine,
Lassen, Moduc, and Mono
(800) 648-5406

New Hampshire

Manchester (RO) 03101
Norris Cotton Federal Bldg.
275 Chestnut St.

If you live in the local
telephone area of:
Manchester—666-7785

All other New Hampshire
areas—
(800) 562-5260

Manchester (MC & NHC) 03104
718 Smyth Rd.
(603) 624-4366

New Jersey

East Orange (MC & NHC)
07019
Tremont Ave. & S. Center
(201) 676-1000

Lyons (MC, D, & NHC) 07939
Valley & Knollcroft Rd.
(201) 647-0180

Newark (RO) 07102
20 Washington Place

If you live in the local
telephone area of:
Clifton/Paterson/Passaic—
472-9632
Long Branch/Asbury
Park—870-2550
New Brunswick/Sayreville—
828-5600
Newark—645-2150

All other New Jersey areas—
(800) 242-5867

New Mexico

Albuquerque (RO) 87102
Dennis Chavez Federal Bldg.
U.S. Courthouse
500 Gold Ave., S.W.

If you live in the local
telephone area of:
Albuquerque—766-3361

All other New Mexico areas—
(800) 432-6853

Albuquerque (MC & NHC)
87108
2100 Ridgecrest Dr., S.E.
(505) 265-1711

New York

Albany (MC & NHC) 12208
113 Holland Ave.
(518) 462-3311

Albany (O) 12207
Leo W. O'Brien Federal Bldg.
Clinton Ave. & N. Pearl St.
(800) 827-8954

Batavia (MC & NHC) 14020
Redfield Pkwy.
(716) 343-7500

Bath (MC, D, & NHC) 14810
Argonne Ave.
(607) 776-2111

Bronx (MC & NHC) 10468
130 W. Kingsbridge Rd.
(212) 584-9000

Brooklyn (MC, D, & NHC)
11209
800 Poly Place
(212) 836-6600

Brooklyn (OC) 11205
35 Ryerson St.
(212) 330-7785

Buffalo (RO) 14202
Federal Bldg.
111 W. Huron St.

If you live in the local
telephone area of:
Buffalo—846-5191
Rochester—232-5290
Syracuse—476-5544
Utica—735-6431

All other areas of Western New
York State—
(800) 462-1130

Buffalo (MC & NHC) 14215
3495 Bailey Ave.
(716) 834-9200

Canandaigua (MC & NHC)
14424
Ft. Hill Ave.
(716) 394-2000

Castle Point (MC & NHC)
12511
(914) 831-2000

Montrose (MC, D & NHC)
10548
Old Albany Post Rd.
(914) 737-4400

New York City (MC) 10010
1st Ave. at E. 24th St.
(212) 686-7500

New York City (RO) 10001
252 Seventh Ave. at 24th St.

Counties of Albany, Bronx,
Clinton, Columbia, Delaware,
Dutchess, Essex, Franklin,
Fulton, Greene, Hamilton,
Kings, Montgomery, Nassau,
New York, Orange, Otsego,
Putnam, Queens, Rensselaer,
Richmond, Rockland,
Saratoga, Schenectady,
Schoharie, Suffolk, Sullivan,
Ulster, Warren, Washington,
Westchester

If you live in the local
telephone area of:
New York—620-6901

All other areas in the above
counties—
(800) 827-8954

New York City (OCH) 10001
252 7th Ave. at 24th St.
(212) 620-6636

Northport (MC) 11768
Long Island—Middleville Rd.
(516) 261-4400

Rochester (O & OCS) 14614
Federal Office Bldg. and
Courthouse
100 State St.
232-5290 (O)
(716) 263-5734 (OCS)

Syracuse (O) 13202
344 W. Genesee St.
(315) 476-5544

Syracuse (MC & NHC) 13210
Irving Ave. & University Pl.
(315) 476-7461

North Carolina

Asheville (MC & NHC) 28805
(704) 476-7911

Durham (MC) 27705
508 Fulton St.
(919) 286-0411

Fayetteville (MC & NHC) 28301
2300 Ramsey St.
(919) 488-2120

Salisbury (MC & NHC) 28144
1601 Brenner Ave.
(704) 638-9000

Winston-Salem (OCH) 27155
Federal Bldg.
251 N. Main St.
(919) 631-5562

Winston-Salem (RO) 27155
Federal Bldg.
251 N. Main St.

If you live in the local
telephone area of:
Asheville—253-6861
Charlotte—375-9351
Durham—683-1367
Fayetteville—323-1261
Greensboro—274-1994

Department of Veterans Affairs Regional Offices and Medical Centers (*continued*)

High Point—887-1202
Raleigh—821-1166
Winston-Salem—748-1800

All other North Carolina areas—
(800) 642-0841

North Dakota

Fargo (RO & MC) 58102
655 First Ave., North

If you live in the local telephone area of:
Fargo—293-3656

All other North Dakota areas—
(800) 342-4790

Fargo (MC & NHC) 58102
2101 Elm St.
(701) 232-3241

Ohio

Brecksville (MC, D, & NHC)
44141
10000 Brecksville Rd.
(216) 526-3030

Canton (OCS) 44702
221 Third St., S.E.
(216) 489-4660

Chillicothe (MC & NHC) 45601
17273 State Route 104
(614) 773-1141

Cincinnati (MC & NHC) 45220
3200 Vine St.
(513) 861-3100

Cincinnati (O) 45202
The Society Bank Center
Suite 210
36 East 7th Street
(800) 827-8272

Cleveland (MC) 44106
10701 E. Boulevard
(216) 791-3800

Cleveland (RO) 44199
Anthony J. Celebrezze Federal Bldg.
1240 E. 9th St.

If you live in the local telephone area of:
Cleveland—621-5050

All other Ohio areas—
(800) 827-8272

Columbus (O) 43215
Rm. 309 Fed. Bldg.
200 N. High St.
(800) 827-8272

Columbus (OC) 43221
2090 Kenny Rd.
(614) 469-5665

Dayton (MC, D & NHC) 45428
4100 W. 3rd St.
(513) 268-6511

Toledo (OCS) 43614
3333 Glendale Ave.
(419) 259-2000

Oklahoma

Muskogee (MC) 74401
Memorial Station
Honor Heights Dr.
(918) 683-3261

Muskogee (RO) 74401
Federal Bldg.
125 S. Main St.

If you live in the local telephone area of:
Muskogee—678-2500

All other Oklahoma areas—
(800) 827-2206

Oklahoma City (O) 73102
200 N.W. 5th St.
(405) 235-2641

Oklahoma City (MC) 73104
921 N.E. 13th St.
(405) 272-9876

Tulsa (OCS) 74101
635 W. 11th St.
(918) 581-7152

Oregon

Portland (MC, D, & NHC)
97207
3710 S.W.
U.S. Veterans Hospital Rd.
(503) 222-9221

Portland (RO) 97204
Federal Bldg.
1220 S.W. 3rd Avenue

If you live in the local telephone area of:
Portland—326-2431

All other Oregon areas—
(800) 452-7276

Portland (OCH) 97207
P.O. Box 1036
8909 S.W. Barbur Blvd.
244-9222

Roseburg (MC & NHC) 97470
New Garden Valley Blvd.
(503) 672-4411

White City (D) 97501
Hwy. 62
(503) 826-2111

Pennsylvania

Allentown (OCS) 18103
2937 Hamilton Blvd.
(215) 776-4304

Altoona (MC & NHC) 16603
Pleasant Valley Blvd.
(814) 943-8164

Butler (MC, D, & NHC) 16001
New Castle Rd.
(412) 287-4781

Coatesville (MC, D, & NHC)
19320
Black Horse Rd.
(215) 384-7711

Erie (MC & NHC) 16501
135 E. 38th St.
(814) 868-8661

Harrisburg (OCS) 17108
Federal Bldg.
228 Walnut St.
(717) 782-4590

Lebanon (MC & NHC) 17042
South Lincoln Ave.
(717) 272-6621

Philadelphia (MC) 19104
University & Woodland Aves.
(215) 382-2400

Philadelphia (OCH) 19102
1421 Cherry St.
(215) 597-7244

Philadelphia (RO & Insurance Center) 19101
P.O. Box 8079
5000 Wissahickon Ave.

Counties of Adams, Berks, Bradford, Bucks, Cameron, Carbon, Centre, Chester, Clinton, Columbia, Cumberland, Dauphin, Delaware, Franklin, Juniata, Lackawanna, Lancaster, Lebanon, Lehigh, Luzerne, Lycoming, Mifflin, Monroe, Montgomery, Montour, Northampton, Northumberland, Perry, Philadelphia, Pike, Potter, Schuylkill, Snyder, Sullivan, Susquehanna, Tioga, Union, Wayne, Wyoming, and York

If you live in the local telephone area of:
Philadelphia—438-5225

For recorded benefits information call
(215) 951-5368 (24-hour availability but not toll free)

All other areas in the above counties—
(800) 869-8387

Pittsburgh (RO) 15222
1000 Liberty Ave.

If you live in the local telephone area of:
Pittsburgh—281-4233

All other areas in Western Pennsylvania
(800) 242-0233

Pittsburgh (MC & NHC) 15240
University Drive C
(412) 692-3000

Pittsburgh (MC) 15206
Highland Drive
(412) 365-4900

Sayre (OCS) 18840
Guthrie Square
(717) 888-8062

Wilkes-Barre (O) 18701
19-27 N. Main St.
(800) 869-8387

Wilkes-Barre (MC & NHC)
18711
1111 E. End Blvd.
(717) 824-3521

Philippines

Manila (RO & OPC) 96528
1131 Roxas Blvd. (Manila)
APO San Francisco (Air Mail)
521-7116

Ask for Ext. 2577 or 2220
(Overseas Commercial)

Department of Veterans Affairs Regional Offices and Medical Centers *(continued)*

Puerto Rico

Mayaguez (OCS) 00708
Highway Number 2
(809) 831-3400
Ask for Ext. 262

San Juan (MC) 00936
Barrio Monacillos
Rio Piedras GPO Box 5800
(809) 758-7575

San Juan (RO) 00936
U.S. Courthouse & Fed. Bldg.
Carlos E. Chardon St.
Hato Rey
GPO Box 4867
(809) 766-5141

All other Puerto Rico areas—
(800) 462-4135

U.S. Virgin Islands
(800) 474-2976

Rhode Island

Providence (RO) 02903
380 Westminster Mall

If you live in the local
telephone area of:
Providence—273-4910

All other Rhode Island areas—
(800) 322-0230

Providence (MC) 02908
Davis Park
(401) 273-7100

South Carolina

Charleston (MC) 29403
109 Bee St.
(803) 577-5011

Columbia (RO) 29201
1801 Assembly St.

If you live in the local
telephone area of:
Charleston—723-5581
Columbia—765-5861
Greenville—232-2457

All other South Carolina areas—
(800) 922-1000

Columbia (MC & NHC) 29201
Garners Ferry Rd.
(803) 677-4000

Greenville (OCS) 29601
120 Mallard St.
(803) 232-7303

South Dakota

Fort Meade (MC) 57741
190/Hwy. 34
(605) 347-2511

Hot Springs (MC & D) 57747
Off 5th St.
(605) 745-4101

Sioux Falls (MC & NHC) 57101
2501 W. 22nd St.
(605) 336-3230

Sioux Falls (RO) 57117
P.O. Box 5046
2501 W. 22nd St.

If you live in the local
telephone area of:
Sioux Falls—336-3496

All other South Dakota areas—
(800) 952-3550

Tennessee

Chattanooga (OCS) 37411
Bldg. 6300 East Gate Center
(615) 855-6550

Knoxville (OCS) 37919
9047 Executive Park Dr.
Suite 100
(615) 549-9319

Memphis (MC & NHC) 38104
1030 Jefferson Ave.
(901) 523-8990

Mountain Home (MC, D & NHC)
Lamont St. 37684
(615) 926-1171

Johnson City
(615) 926-1171

Murfreesboro (MC & NHC)
37130
3400 Lebanon Hwy.
(615) 893-1360

Nashville (RO) 37203
110 9th Ave., S.

If you live in the local
telephone area of:
Chattanooga—267-6587
Knoxville—546-5700
Memphis—527-4583
Nashville—736-5251

All other Tennessee areas—
(800) 342-8330

Nashville (MC) 37203
1310 24th Ave., S.
(615) 327-4751

Texas

Amarillo (MC) 79106
6010 Amarillo Blvd., W.
(806) 355-9703

Beaumont (OCS) 77701
3385 Fannin St.
(409) 839-2480

Big Spring (MC & NHC) 79720
2400 S. Gregg St.
(915) 263-7361

Bonham (MC, D & NHC) 75418
Ninth & Lipscomb
(903) 583-2111

Corpus Christi (OCS) 78404
1502 S. Brownlee Blvd.
(512) 888-3251

Dallas (O) 75242
U.S. Courthouse and
Fed. Office Bldg.
1100 Commerce St.
824-5440

Dallas (MC & NHC) 75216
4500 S. Lancaster Rd.
(214) 376-5451

El Paso (OC) 79925
5919 Brook Hollow Dr.
(915) 541-7811

Fort Worth (O) 76102
819 Taylor St.
336-1641

Houston (RO) 77054
2515 Murworth Dr.

Counties of Angelina, Aransas, Atacosa, Austin, Bandera, Bee, Bexar, Blanco, Brazoria, Brewster, Maverick, Medina, Menard, Montgomery, Nacogdoches, Newton, Nueces, Orange, Pecos, Polk, Real, Refugio, Sabine, San Augustine, San Jacinto, San Patrico, Schleicher, Shelby, Starr, Sutton, Terrell, Trinity, Tyler, Uvalde, Val Verde, Victoria, Walker, Waller, Washington, Webb, Wharton, Willacy, Wilson, Zapata, Zavala

If you live in the local
telephone area of:
Beaumont—838-6222
Corpus Christi—884-1994
Edinburg/McAllen/Pharr—383-8168
Houston—664-4664
San Antonio—226-7661
Texas City/Galveston—948-3011

All other areas in the above
counties—
(800) 392-2200

Houston (MC & NHC) 77211
2002 Holcombe Blvd.
(713) 795-4411

Kerville (MC & NHC) 78028
Memorial Blvd.
(512) 896-2020

Lubbock (O & OC) 79401
Federal Building
1205 Texas Ave.
(806) 743-7219 (OC)
(800) 792-3271 (Waco RO)

Marlin (MC) 76661
1016 Ward St.
(817) 883-3511

McAllen (OCS) 78501
3711 North 10th St.
(512) 682-4581

San Antonio (MC) 78284
7400 Merton Minter Blvd.
(512) 696-9660

San Antonio (OC) 78229
9502 Computer Dr.
(512) 641-2672

San Antonio (O) 78229/2041
3601 Bluemel Road
(512) 225-5511
(800) 392-2200

Temple (MC, D, & NHC) 76501
1901 S. First
(817) 778-4811

Waco (RO) 76799
1400 N. Valley Mills Dr.

If you live in the local
telephone area of:
Austin—447-5831
Dallas—824-5440
El Paso—545-2500
Ft. Worth—336-1641
Waco—772-3060
Bowie County served by
Little Rock, AR (RO) 72115
Bldg. 65 Ft. Roots North
Little Rock, AR.
(800) 643-5688

Department of Veterans Affairs Regional Offices and Medical Centers (*continued*)

All other counties served by
Waco—
(800) 792-3271

Waco (MC & NHC) 76711
4800 Memorial Drive
(817) 752-6581

Utah

Salt Lake City (RO) 84147
P.O. Box 11500
Federal Bldg.
125 S. State St.

If you live in the local
telephone area of:
Ogden—339-4433
Provo/Orem—375-2902
Salt Lake City—524-5960

All other Utah areas—
(800) 662-9163

Salt Lake City (MC & NHC)
84148
500 Foothill Blvd.
(801) 582-1565

Vermont

White River Junction (RO &
MC) 05001

If you live in the local
telephone area of:
White River Junction—296-5177

All other Vermont areas—
(800) 662-4134

White River Junction (MC &
NHC)
N. Hartland Rd. 05001
(802) 295-9363

Virginia

Hampton (MC, D & NHC)
23667
Emancipation Dr.
(804) 722-9961

Richmond (MC & NHC) 23249
1201 Board Rock Rd.
(804) 230-0001

Northern Virginia
Counties of Arlington and
Fairfax and the cities of
Alexandria, Fairfax, and
Falls Church
Washington, DC (RO) 20421
941 N. Capitol St., N.E.

If you live in the above
Virginia counties or
cities—(202) 872-1151

Roanoke (RO) 24011
210 Franklin Rd., S.W.

If you live in the local
telephone area of:
Roanoke—982-6440

All other Virginia areas—
(800) 827-2018

Salem (MC & NHC) 24153
1970 Roanoke Blvd.
(703) 982-2463

Washington

Seattle (RO) 98174
Federal Bldg.
915 2nd Ave.

If you live in the local
telephone area of:
Seattle—624-7200

All other Washington areas—
(800) 827-0638

Portland (MC, D & NHC)
3710 S.W., U.S. Veterans
Hospital Rd.
(503) 222-9221

Seattle (MC & NHC) 98108
1660 S. Columbian Way
(206) 762-1010

Spokane (MC) 99208
N. 4815 Assembly St.
(509) 328-4521

Tacoma (MC, D, & NHC)
98493
American Lake
(206) 582-8440

Vancouver (MC, D, & NHC)
98661
3710 S.W. U.S. Veterans Rd.
(503) 220-8262

Walla Walla (MC) 99362
77 Wainwright Dr.
(509) 525-5200

West Virginia

Beckly (MC & NHC) 25801
200 Veterans Ave.
(304) 255-2121

Clarksburg (MC) 26301
Milford/Chestnut Sts.
(304) 623-3461

Counties of Brooke, Hancock,
Marshall and Ohio
Pittsburgh, PA (RO) 15222
1000 Liberty Ave.

If you live in the local
telephone area of:
Wheeling—232-1431

Remaining counties in
West Virginia served by:
Huntington, (RO) 25701
640 Fourth Avenue

If you live in the local
telephone area of:
Huntington—529-5720

All other areas in West
Virginia—
(800) 827-2052

Huntington (MC) 25704
1540 Spring Valley Dr.
(304) 429-6741

Martinsburg (MC, D, & NHC)
25401
Route 9
(304) 263-0811

Wisconsin

Madison (MC) 53705
2500 Overlook Terrace
(608) 256-1901

Milwaukee (RO) 53295
5000 W. National Ave.
Bldg. 6

If you live in the local
telephone area of:
Milwaukee—383-8680

All other Wisconsin areas—
(800) 242-9025

Tomah (MC & NHC) 544660
County Trunk E.
(608) 372-3971

Milwaukee (MC, D, & NHC)
53295
5000 W. National Ave.
(414) 384-2000

Wyoming

Cheyenne (RO & MC) 82001
2360 E. Pershing Blvd.

If you live in the local
telephone area of:
Cheyenne 778-7396

All other Wyoming areas—
(800) 442-2761

Cheyenne (MC & NHC) 82001
2360 E. Pershing Blvd.
(307) 778-7550

Sheridan (MC) 82801
Fort Rd.
(307) 672-3473

APPENDIX D: DEPARTMENT OF VETERANS AFFAIRS VET CENTERS

If the address and/or phone number listed below has changed for any Vet Center, please contact your local telephone operator or the nearest VA office.

Alabama

1425 S 21st St. Suite 108
Birmingham 35205
(205) 933-0500

110 Marine St.
Mobile 36604
(205) 694-4194

Alaska

4201 Tudor Centre Dr.
Suite 115
Anchorage 99508
(907) 563-6966

712 10th Avenue
Fairbanks 99701
(907) 456-4208

905 Cook St.
P.O. Box 1883
Kenai 99611
(907) 283-5205

1075 Check St.
Suite 111
Wasilia 99687
(907) 376-4318

Arizona

807 N. 3rd St.
Phoenix 85004
(602) 261-4769

637 Hillside Ave., Suite
A
Prescott 86301
(602) 778-3469

727 N. Swan
Tucson 85711
(602) 323-3271

Arkansas

1311 W. 2nd St.
Little Rock 72201
(501) 378-6395

California

859 S. Harbor Blvd.
Anaheim 92805
(714) 776-0161

1899 Clayton Rd.
Suite 140
Concord 94520
(415) 680-4526

157 E. Valley Pkwy.
Escondido 92025
(619) 747-7305

305 "V" St.
Eureka 95501
(707) 444-8271

1340 Van Ness Ave.
Fresno 93721
(209) 487-5660

251 W. 85th Place
Los Angeles 90003
(213) 215-2380

2000 Westwood Blvd.
Los Angeles 90025
(213) 475-9509

VA East L.A. Clinic
5400 E. Olympic Blvd.,
#126
Commerce 90022
(213) 728-9966

455 Reservation Rd.
Suite E
Marina 93933
(408) 384-1660

709 West Beverly Blvd.
Montebello 90640
(213) 728-9966

287-17th St.
Oakland 94612
(415) 763-3904

4954 Arlington Ave.
Suite A
Riverside 92504
(714) 359-8967

1111 Howe Ave.
Suite 390
Sacramento 95828
(916) 978-5477

2900 6th Ave.
San Diego 92103
(619) 294-2040

25 Van Ness Ave.
San Francisco 94102
(415) 431-6021

967 West Hedding
San Jose 95126
(408) 249-1643

32 W. 25th Ave. #202
San Mateo 94403
(415) 570-5918

1300 Santa Barbara Street
Santa Barbara 93101
(805) 564-2345

16126 Lassen
Sepulveda 91343
(818) 892-9227

515 North Gate Blvd.
Terre Linda 94903

313 N. Mountain Ave.
Upland 91786
(714) 982-0146

Colorado

2128 Pearl St.
Boulder 80302
(303) 440-7306

411 S. Tejon, Suite G
Colorado Springs 80903
(719) 471-9992

1820 Gilpin St.
Denver 80218
(303) 861-9281

Connecticut

370 Market St.
Hartford 06120
(203) 240-3543

562 Whalley Ave.
New Haven 06511
(203) 773-2232/2236

16 Franklin St.
Room 109
Norwich 06360
(203) 887-1755

Delware

VA Med. Center Bldg. 2
1601 Kirkwood Hwy.
Wilmington 19805
(302) 994-2878

District of Columbia

737 1/2 8th St., S.E.
Washington 20003
(202) 745-8400/8402

Florida

400 East Prospect Rd.
Ft. Lauderdale 33334
(305) 563-2992/3

255 Liberty St.
Jacksonville 32202
(904) 791-3621

2311 10th Ave., North
#13
Lake Worth 33461
(305) 585-1766

412 N.E. 39th St.
Miami 33137
(305) 573-8830/1/2

5001 S. Orange Ave.
Suite A
Orlando 32809
(305) 648-6151

15 W. Strong St.
Suite 100 C
Pensacola 32501
(904) 479-6665

1800 Siesta Drive
Sarasota 33579
(813) 952-9406

235 31st Street, North
St. Petersburg 33713
(813) 327-3355

249 E. 6th Ave.
Tallahassee 32303
(904) 681-7172

1507 W. Sligh Ave.
Tampa 33604
(813) 228-2621

Georgia

922 W. Peachtree St.
Atlanta 30309
(404) 347-7264

8110 White Bluff Rd.
Savannah 31406
(912) 927-7360

Hawaii

Hilo Shopping Center
1261 Kilauea Ave., #260
Hilo 96720
(808) 969-3833

1370 Kapiolani Blvd.
Suite 201
Honolulu 96814
(808) 541-1764

Pottery Terrace
Fern Building
75-5995 Kuakini Hwy,
#415
Kailua-Kona 96740
(808) 329-0574

3367 Kuhio Hwy, #101
Lihue 96766
(808) 246-1163

Ting Building
35 Lunalilo, #101
Wailuku 96793
(808) 242-8557

Idaho

103 W. State St.
Boise 83702
(208) 342-3612

1975 South 5th St.
Pocatello 83201
(208) 232-0316

Illinois

5505 S. Harper
Chicago 60637
(312) 684-5500

1607 W. Howard Street
#200
Chicago 60626
(312) 764-6595

1600 Halsted St.
Chicago Heights 60411
(312) 754-0340

1269 N. 89th St.
East St. Louis 62203
(618) 397-6602

1529 46th Ave. #6
Moline 61265
(309) 762-6954

155 South Oak Park Ave.
Oak Park 60302
(312) 383-3225/6

605 N.E. Monroe St.
Peoria 61603
(309) 671-7300

Department of Veterans Affairs Vet Centers (*continued*)

624 South 4th St.
Springfield 62702
(217) 492-4955

Indiana

101 N. Kentucky Ave.
Evansville 47711
(812) 425-0311

528 W. Berry St.
Fort Wayne 46802
(219) 423-9456

2236 West Ridge Rd.
Gary 46408
(219) 887-0048

3833 Meridian
Indianapolis 46208
(317) 927-6440

Iowa

3349 Southgate Court,
SW
Suite 102
Cedar Rapids 52404
(319) 362-0409

2600 Harding
Des Moines 50310
(515) 284-4929

706 Jackson
Sioux City 51101
(712) 233-3200

Kansas

413 S. Pattie
Wichita 67211
(316) 265-3260

Kentucky

1117 Limestone Rd.
Lexington 40503
(606) 276-5269

736 S. 1st St.
Louisville 40202
(502) 589-1981

Louisiana

2103 Old Minden Rd.
Bossier City 71112
(318) 742-2733

1529 N. Claiborne Ave.
New Orleans 70116
(504) 943-8386

Maine

352 Harlow St.
Bangor 04401
(207) 947-3391/2

175 Lancaster St., Rm.
213
Portland 04101
(207) 780-3584/5

Maryland

777 Washington Blvd.
Baltimore 21230
(301) 539-5511

7 Elkton Commercial
Plaza
South Bridge St.
Elkton 21921
(301) 398-0171

1015 Spring St.
Suite 101
Silver Spring 20910
(202) 745-8441

Massachusetts

800 N. Main St.
Avon 02322
(617) 580-2730

665 Beacon St.
Boston 02115
(617) 424-0065

71 Washington St.
Brigton 02135
(617) 782-1013

73 East Merrimack St.
Lowell 01852
(617) 453-1151

181 Hillman St.
Room 110
New Bedford 02740
(617) 999-6920

1985 Main St.
Northgate Plaza
Springfield 01103
(413) 737-5167/8

8 Worcester St.
West Boylston 01583
(617) 835-2709

Michigan

1940 Eastern Ave., S.E.
Grand Rapids 49507
(616) 243-0385

1766 Fort St.
Lincoln Park 48146
(313) 381-1370

20820 Greenfield Rd.
Oakpark 48237
(313) 967-0040/1

Minnesota

405 E. Superior St.
Duluth 55802
(218) 722-8654

2480 University Ave.
St. Paul 55114
(612) 644-4022

Mississippi

121 W. Jackson St.
Biloxi 39530
(601) 435-5414

158 E. Pascagoula St.
Jackson 39201
(601) 353-4912

Missouri

3931 Main St.
Kansas City 64111
(816) 753-1866

2345 Pine St.
St. Louis 63103
(314) 231-1260

Montana

1948 Grand Avenue
Billings 59102
(406) 657-6071

929 SW Higgins St.
Missoula 59803
(406) 721-4918

Nebraska

920 L. St.
Lincoln 68508
(402) 476-9736

5123 Leavenworth St.
Omaha 68106
(402) 553-2068

Nevada

704 S. 6th St.
Las Vegas 89101
(702) 388-6368

1155 W. 4th St.
Suite 101
Reno 89503
(702) 323-1294

New Hampshire

103 Liberty St.
Manchester 03104
(603) 668-7060/61

New Jersey

626 Newark Ave.
Jersey City 07306
(201) 656-6986

327 Central Ave.
Linwood 08221
(609) 927-8387

75 Halsey St.
Newark 07102
(201) 622-6940

318 East State St.
Trenton 08608
(609) 989-2260/1

New Mexico

4603 4th St., N.W.
Albuquerque 87107
(505) 345-8366/8876

4251 E. Main
Farmington 87401
(505) 327-9684/5

1996 St. Michael's Dr.
Warner Plaza, Suite 5
Santa Fe 87501
(505) 988-6562

New York

875 Central Ave.
Albany 12206
(518) 438-2508

116 West Main St.
Babylon 11702
(516) 661-3930

226 E. Fordham Rd.
Rooms 216, 217
Bronx 10458
(212) 367-3500/1

165 Cadman Plaza, East
Brooklyn 11201
(718) 330-2825/26

351 Linwood Ave.
Buffalo 14209
(716) 882-0505/8

150 Richmond Terrace
Staten Island 10301
(718) 816-6899

45-20 83rd St.
Elmhurst 11373
(718) 446-8233/4

166 W. 75th St.
New York 10023
(212) 944-2917/30

294 South Plymouth Ave.
Rochester 14608
(716) 263-5710

210 North Townsend St.
Syracuse 13203
(315) 423-5690

200 Hamilton Ave.
White Plains Mall
White Plains 10601
(914) 684-0570

North Carolina

223 S. Brevard St.
Suite 103
Charlotte 28202
(704) 333-6107

4 Market Square
Fayetteville 28301
(919) 323-4908

2009 Elm-Eugene St.
Greensboro 27406
(919) 333-5366

150 Arlington Blvd.
Suite B
Greenville 27834
(919) 355-7920

336 Fayetteville Street
Mall
Wake County Building,
Rm. 738
Raleigh 27601
(919) 856-4616

North Dakota

200 West Bower
Bismark 58501
(701) 224-9751

1322 Gateway Dr.
Fargo 58103
(701) 237-0942

108 East Burdick
Expressway
Minot 58701
(701) 852-0177

Ohio

2134 Lee Rd.
Cleveland Heights 44118
(216) 932-8471

Department of Veterans Affairs Vet Centers (*continued*)

30 East Hollister St.
Cincinnati 45211
(513) 569-7140

11511 Lorain Ave.
Cleveland 44111
(216) 671-8530

1054 E. Broad St.
Columbus 43205
(614) 253-3500

6 South Patterson Blvd.
Dayton 45402
(513) 461-9150/1

Oklahoma

3033 N. Walnut
Suite 101W
Oklahoma City 73105
(405) 270-5184

1855 E. 15th St.
Tulsa 74104
(918) 581-7105

Oregon

1966 Garden Ave.
Eugene 97403
(503) 687-6918

615 N.W. 5th St.
Grants Pass 95726
(503) 479-6912

2450 S.E. Belmont
Portland 97214
(503) 273-5370

318 Church St.
Salem 97301
(503) 362-9911

Pennsylvania

G. Daniel Baldwin Bldg.
1000 State St.
Suites 1 & 2 (Lobby)
Erie 16501
(814) 453-7955

1007 North Front St.
Harrisburg 17102
(717) 782-3954

5000 Walnut St.
McKeesport 15132
(412) 678-7704

1026 Arch St.
Philadelphia 19107
(215) 627-0238

5601 N. Broad St.,
Rm. 204
Philadelphia 19141
(215) 924-4670

954 Penn Ave.
Pittsburgh 15222
(412) 765-1193

959 Wyoming Ave.
Sacranton 18509
(717) 344-2676

Puerto Rico

52 Gonzalo Marin St.
Arecibo 00612
(809) 879-4510

35 Mayor St.
Ponce 00731
(809) 848-4078

Suite LC 8A and LC9
Condomino Med.
Center Plaza
La Riviera
Rio Piedras 00921
(809) 783-8794

Rhode Island

789 Park Ave.
Cranston 02920
(401) 467-2046

South Carolina

1313 Elmwood Ave.
Columbia 29201
(803) 765-9944

904 Pendleton St.
Greenville 29601
(803) 271-2711

3366 Rivers Ave.
No. Charleston 29405
(803) 747-8387

South Dakota

610 Kansas City St.
Rapid City 57701
(605) 348-0077

115 North Dakota St.
Sioux Falls 57102
(605) 332-0856

Tennessee

425 Cumberland St.
Suite 140
Chattanooga 37415
(615) 752-5234

703 S. Roan St.
Johnson City 37601
(615) 928-8387

1515 E. Magnolia Ave.
Suite 201
Knoxville 37917
(615) 971-5866

1 North 3rd St.
Memphis 38103
(901) 521-3506

Texas

2900 West 10th St.
Amarillo 79106
(806) 376-2127

3401 Manor Rd.
Suite 102
Austin 78723
(512) 476-0607/8

3134 Reid Dr.
Corpus Christi 78404
(512) 888-3101

5415 Maple Ave.
Suite 114
Dallas 75235
(214) 634-7024

2121 Wyoming St.
El Paso 79903
(915) 542-2851/2/3

1305 W. Magnolia
Suite B
Fort Worth 76104
(817) 921-3733

8100 Washington Ave.
Suite 120
Houston 77007
(713) 880-8387

4905A San Jacinto St.
Houston 77004
(713) 522-5354/5376

7171 Corpus Christi
Laredo 78040
(512) 723-4680

3208 34th St.
Lubbock 79410
(806) 743-7551

1317 E. Hackberry St.
McAllen 78501
(512) 631-2147

3404 West Illinois
Suite 1
Midland 79703
(915) 697-8222

107 Lexington Ave.
San Antonio 78205
(512) 229-4025

1916 Fredericksburg Rd.
San Antonio 78201
(512) 229-4120

Utah

750 N. 200 West
Suite 105
Provo 84601
(801) 377-1117

1354 East 3300, South
Salt Lake City 84106
(801) 584-1294

Vermont

359 Dorset St.
South Burlington 05401
(802) 862-1806

Building #2
Gilman Office Center
Holiday Inn Dr.
White River Junction
05001
(802) 295-2908

Virgin Islands

United Shopping Plaza
Suite 4
Christiansted
St. Croix 00820
(809) 778-5553

Havensight Mall
St. Thomas 00801
(809) 774-6674

Virginia

7450 1/2 Tidewater Dr.
Norfolk 23505
(804) 587-1338

3022 W. Clay St.
Richmond 23220
(804) 353-8958

320 Mountain Ave., S.W.
Roanoke 24014
(703) 342-9726

7024 Spring Garden Dr.
Brookfield Plaza
Springfield 22150
(703) 866-0924

Washington

1322 E. Pike St.
Seattle 98122
(206) 442-2706

26 West Mission St.
Spokane 99207
(509) 327-0274

4801 Pacific Ave.
Tacoma 98408
(206) 473-0731/2

West Virginia

314 Neville St.
Beckley 25801
(304) 252-8220

1591 Washington St.,
East
Charleston 25301
(304) 343-3825

1014 6th Ave.
Huntington 25701
(304) 523-8387

218 West King St.
Martinsburg 25401
(304) 263-6776

1191 Pineview Dr.
Morgantown 26505
(304) 291-4001/2

701 Mercer St.
Princeton 24740
(304) 425-5653

Social Ministries Bldg.
7 13th St.
Wheeling 26003

Wisconsin

147 South Butler St.
Madison 53703
(608) 264-5342/3

3400 Wisconsin Ave.
Milwaukee 53208
(414) 344-5504

Wyoming

641 East Second St.
Casper 82601
(307) 235-8010

3130 Henderson Dr.
Cheyenne 82001
(307) 778-7370

APPENDIX E: DEPARTMENT OF VETERANS AFFAIRS ALCOHOL AND DRUG DEPENDENCE TREATMENT FACILITIES

Patients may be admitted to any VA medical center for inpatient care. However, there are specialized VA Alcohol Dependence Treatment Programs and Drug Dependence Treatment Programs for inpatient and/or outpatient care in VA medical centers in the following States: (Abbreviations of type of programs are as follows: A—Alcoholism Program; D—Drug Dependence Program; A&D—both Alcohol and Drug Dependence Programs)

Alabama

700 S. 19th St.
Birmingham 35233 (A)
(205) 933-8101

Loop Rd.
Tuscaloosa 35404 (A)
(205) 553-3760

Alaska

235 E. 8th Ave.
Anchorage 99501 (A)
(907) 271-4555

Arizona

7th St. & Indian School Rd.
Phoenix 85012 (A)
(602) 277-5551

500 Hwy. 89, N.
Prescott 86313 (A)
(602) 445-4860

S. 6th Ave. at Ajo Way
Tucson 85723 (A & D)
(602) 792-1450

Arkansas

4300 West Seventh St.
Little Rock 72205
(A & D)
(501) 661-1201

California

2615 E. Clinton Ave.
Fresno 93703 (A)
(209) 225-6100

11201 Benton St.
Loma Linda 92357 (A)
(714) 825-7084

5901 E. 7th St.
Long Beach 90822
(A & D)
(213) 498-1313

Wilshire & Sawtelle Blvd.
West Los Angeles 90073
(A & D)
(213) 478-3711

425 S. Hill St.
Los Angeles OPC 90013
(A & D)
(213) 688-3843

150 Muir Rd.
Martinez 94553 (A & D)
(415) 228-6800

3801 Miranda Ave.
Palo Alto 94304 (A & D)
(415) 493-5000

3350 LaJolla Village Dr.
San Diego 92161
(A & D)
(714) 453-7500

4150 Clement St.
San Francisco 94121
(A & D)
(415) 221-4810

16111 Plummer St.
Sepulveda 91343
(A & D)
(213) 891-7711

Colorado

1055 Clermont St.
Denver 80220 (A & D)
(303) 399-8020

Hwy. 183 off Hwy. 50
Fort Lyon 81038 (A)
(303) 456-1260

Connecticut

W. Spring St.
West Haven 06516 (A)
(203) 932-5711

District of Columbia

50 Irving St. N.W.
Washington, D.C. 20422
(A & D)
(202) 745-8161 or 8162

Florida

1000 Bay Pines Blvd., N.
Bay Pines 33504 (A)
(813) 398-6661

Archer Rd.
Gainesville 32602 (A)
(904) 376-1611

1201 N.W. 16th St.
Miami 33125 (A & D)
(305) 324-4455

Georgia

1670 Clairmont Rd.
Atlanta (Decatur) 30033
(A & D)
(404) 321-6111

2460 Wrightsboro Rd.
Augusta 30910 (A)
(404) 724-5116

Illinois

820 S. Damen Ave.
Chicago, West Side
60680
(A & D)
(312) 666-6500

1900 E. Main St.
Danville 61832 (A)
(217) 442-8000

Roosevelt Rd. & 5th Ave.
Hines 60141 (A & D)
(312) 343-7200

Buckley Rd., Rt. 137
North Chicago 60064
(A & D)
(312) 688-1900

Indiana

1481 W. 10th St.
Indianapolis 46202
(A & D)
(317) 429-6741

E. 38th St.
Marion 46952 (A)
(317) 674-3321

Iowa

30th & Euclid
Des Moines 50310 (A)
(515) 255-2173

Kansas

4801 Linwood Blvd.
Kansas City 64128 (A)
(816) 861-4700

4101 S. 4th St.
Trafficway
Leavenworth 66048 (A)
(913) 682-2000

2200 Gage Blvd.
Topeka 66622 (A)
(913) 272-3111

Kentucky

Leestown Rd.
Lexington 40511 (A)
(606) 233-4511

Louisiana

1601 Perdido St.
New Orleans 70146
(A & D)
(504) 568-0811

510 E. Stoner Ave.
Shreveport 71130 (A)
(318) 221-8411

Maine

Rt. 17
Togus 04330 (A)
(207) 623-8411

Maryland

3900 Loch Raven Blvd.
Baltimore 21218 (A & D)
(301) 467-9932

Massachusetts

200 Springs Rd.
Bedford 01730 (A & D)
(617) 275-7500

150 S. Huntington Ave.
Boston 01230 (A & D)
(617) 232-9500

125 Lincoln St.
Boston OPC 02111 (D)
(617) 223-2020

940 Belmont St.
Brockton 02401 (A)
(617) 583-4500

Rt. 9
Northampton 01060 (A)
(413) 584-4040

Michigan

Southfield & Outer Dr.
Allen Park 48101
(A & D)
(313) 562-6000

5500 Armstrong Rd.
Battle Creek 49015
(A & D)
(616) 966-5600

Minnesota

One Veterans Drive
Minneapolis 55417
(A & D)
(612) 725-6767

8th St.
St. Cloud 56301 (A)
(612) 252-1670

Mississippi

Pass Rd.
Biloxi 39531 (A)
(601) 388-5541

1500 E. Woodrow Wilson Dr.
Jackson 39216 (A)
(601) 362-4471

Missouri

1270
St. Louis, 63125 (A & D)
(314) 487-0400

Alcohol and Drug Dependence Treatment Facilities (*continued*)

Nebraska

2201 N. Broad Well
Grand Island (A & D)
68803
(308) 382-3660

600 S. 70th St.
Lincoln 68510 (A)
(402) 489-3802

4104 Woolworth Ave.
Omaha 68105 (A)
(402) 346-8800

Nevada

1000 Locust St.
Reno (A & D) 89520
(702) 786-7200

New Hampshire
718 Smyth Rd.
Manchester 03104 (A)
(603) 624-4366

New Jersey

Tremont Ave.
East Orange 07019
(A & D)
(201) 676-1000

Knoll Croft Rd.
Lyons 07939 (A)
(201) 647-0180

New Mexico

2100 Ridgecrest Dr. S.E.
Albuquerque 87108 (A)
(505) 265-1711

New York

113 Holland Ave.
Albany 12208 (A & D)
(518) 462-3311

130 W. Kingsbridge Rd.
Bronx 10468 (A & D)
(212) 584-9000

800 Poly Place
Brooklyn 11209 (A & D)
(212) 836-6600

3495 Bailey Ave.
Buffalo 14215 (A & D)
(716) 834-9200

Fort Hill Ave.
Canandaigua 14424 (A)
(716) 394-2000

Albany Post Rd.
Montrose 10548 (A & D)
(914) 737-4400

1st Ave. at E. 24th St.
New York, Manhattan
10010
(D)
(212) 686-7500

North Carolina
1601 Brenner Ave.
Salisbury 28144 (A)
(704) 636-2351

Ohio

3200 Vine St.
Cincinnati 45220 (A & D)
(513) 861-3100

1000 Brecksville Rd.
Cleveland, Brecksville
44141
(A & D)
(216) 526-3030

1000 Brecksville Rd.
Cleveland, Wade Park
44141
(A)
(216) 791-3800

Oklahoma

921 N.E. 13th St.
Oklahoma City 73104
(A & D)
(405) 272-9876

635 W. 11th St.
Tulsa OPC 74127 (D)
Phone Muskogee: (918)
683-3261

Oregon

Garden Valley Blvd.
Roseburg 97470 (A)
(503) 672-4411

Hwy. 62
White City 97503 (A)
(503) 826-2111

Pennnsylvania

Blackhorse Rd.
Coatesville 19320
(A & D)
(215) 384-7711

University & Woodland
Ave.
Philadelphia 19104
(A & D)
(215) 382-2400

Highland Dr.
Pittsburgh 15205 (A)
(412) 363-4900

University Dr.
Pittsburgh 15240 (D)
(412) 683-3000

Puerto Rico

GPO Box 4867
San Juan 00936 (A & D)
(809) 758-7575

Rhode Island

Davis Park
Providence 02908
(A & D)
(401) 273-7100

South Carolina

109 Bee St.
Charleston 29403 (A)
(803) 577-5011

1801 Assembly St.
Columbia 29201 (A)
(803) 776-4000

South Dakota

I90/Hwy. 34
Fort Meade 57741 (A)
(605) 347-2511

5th St.
Hot Springs 57747 (A)
(605) 745-4101

Tennessee

1030 Jefferson Ave.
Memphis 28104 (A & D)
(901) 523-8990

Johnson City
Mountain Home 37684
(A)
(615) 926-1171

Lebanon Hwy.
Murfreesboro 37130 (A)
(615) 893-1360

Texas

2400 Gregg St.
Big Spring 79720 (A)
(915) 263-7361

4500 S. Lancaster Rd.
Dallas 75216 (A & D)
(214) 376-5451

2003 Holcombe Blvd.
Houston 77211 (A & D)
(713) 795-4411

7400 Merton Minter Blvd.
San Antonio 78284 (A)
(512) 696-9660

1901 S. First
Temple 76501 (A)
(817) 778-4811

Memorial Dr.
Waco 76703 (A)
(803) 752-6581

Utah

500 Foothill Blvd.
Salt Lake City 84148
(A & D)
(801) 582-1565

Vermont

N. Hartland Rd.
White River Junction
05001
(A)
(802) 295-9363

Virginia

Emanicipation Dr.
Hampton 23667 (A)
(804) 722-9961

1201 Broadrock Rd.
Richmond 23249 (D)
(804) 230-9011

1970 Roanoke Blvd.
Salem 24153 (A)
(703) 982-2463

Washington

Gravely Lake Dr. &
Veterans Dr.
American Lake
Tacoma 89493 (A & D)
(206) 582-8440

1660 S. Columbian Way
Seattle 98108 (A & D)
(206) 762-1010

3710 S.W. U.S. Veterans
Rd.
Vancouver 97201 (D)
(503) 222-9221

77 Wainright Drive
Walla Walla 99362
(A & D)
(509) 525-5200

West Virginia

1540 Spring Valley Dr.
Martinsburg 25401 (A)
(304) 263-0811

Wisconsin

County Trunk E.
Tomah 54660 (A)
(608) 372-3971

5000 W. National Ave.
Milwaukee 53295
(A & D)
(414) 384-2000

Wyoming

Fort Rd.
Sheridan 82801 (A)
(307) 672-3473

APPENDIX F: OFFICE OF PERSONNEL MANAGEMENT FEDERAL JOB INFORMATION/TESTING OFFICES

Contact the Federal Job Information/Testing Office nearest where you would like to work to get information on the job opportunities and how to apply.

ALABAMA
HUNTSVILLE:
BUILDING 600, SUITE 341
3322 MEMORIAL PKWY., SOUTH,
35801-5311
(205) 544-5802

ALASKA
ANCHORAGE:
222 WEST 7TH AVENUE
BOX 22, 99513

ARIZONA
PHOENIX:
3225 N. CENTRAL AVENUE
ROOM 1415, 85004
(602) 640-5800

ARKANSAS
(SEE OKLAHOMA LISTING)

CALIFORNIA
LOS ANGELES:
LINDER BUILDING,
3RD FLOOR
845 SOUTH
FIGUEROA, 90017
(213) 894-3360

SACRAMENTO:
1029 J STREET,
2ND FLOOR, 95814
(916) 551-1464

SAN DIEGO:
FEDERAL BUILDING,
ROOM 4-S-9
880 FRONT STREET,
92188
(619) 557-6165

SAN FRANCISCO:
P.O. BOX 7405, 94120
(LOCATED AT 211 MAIN STREET)
2ND FLOOR,
ROOM 235
(415) 744-5627

COLORADO
DENVER:
P.O. BOX 25167, 80225
(303) 969-7050
(LOCATED AT 12345 W. ALAMEDA PKWY., LAKEWOOD, CO)

FOR JOB INFORMATION (24 HOURS A DAY) IN THE FOLLOWING STATES, DIAL:
MONTANA: (303) 969-7052
UTAH: (303) 969-7053
WYOMING: (303) 969-7054

FOR FORMS AND LOCAL SUPPLEMENTS DIAL:
(303) 969-7055

CONNECTICUT
HARTFORD:
FEDERAL BUILDING,
ROOM 613
450 MAIN STREET,
06103
(203) 240-3263

DELAWARE
(SEE PHILADELPHIA, PENNSYLVANIA LISTING)

DISTRICT OF COLUMBIA
METRO AREA:
1900 E STREET, N.W.,
ROOM 1416
WASHINGTON, D.C.
20415
(202) 606-2700

FLORIDA
ORLANDO:
COMMODORE BUILDING, SUITE 150
3444 MCCRORY PLACE, 32803-3701
(407) 648-6148

GEORGIA
ATLANTA:
RICHARD B. RUSSELL FEDERAL BUILDING, ROOM 960
75 SPRING STREET, S.W., 30303-3109
(404) 331-4315

GUAM
AGANA:
PACIFIC DAILY NEWS BUILDING,
ROOM 902, 96910

HAWAII
HONOLULU (AND OTHER HAWAIIAN ISLAND AND OVERSEAS):
FEDERAL BUILDING,
ROOM 5316
300 ALA MOANA
BOULEVARD 96850
(808) 541-2791
(808) 541-2784
OVERSEAS JOBS

IDAHO
(SEE WASHINGTON LISTING)

ILLINOIS
CHICAGO:
175 WEST JACKSON BOULEVARD, ROOM 530, 60604
(312) 353-6192

INDIANA
INDIANAPOLIS:
MINTON-CAPEHART FEDERAL BUILDING
575 N. PENNSYLVANIA STREET, 46204
(317) 226-7161

IOWA
(SEE KANSAS CITY, MISSOURI LISTING)
(816) 426-7757

KANSAS
WICHITA:
ONE-TWENTY BLDG.,
ROOM 101
120 SOUTH MARKET STREET, 67202
(316) 269-6794

IN JOHNSON, LEAVENWORTH AND WAYANDOTTE COUNTIES, DIAL:
(816) 426-5702

KENTUCKY
(SEE OHIO LISTING)

LOUISIANA
NEW ORLEANS:
1515 POYDRAS ST.,
SUITE 608
70112, (504) 589-2764

MAINE
(SEE NEW HAMPSHIRE LISTING)

MARYLAND
BALTIMORE:
GARMATZ FEDERAL BUILDING
101 W. LOMBARD STREET, 21201
(301) 962-3822

MASSACHUSETTS
BOSTON:
THOMAS P. O'NEILL FEDERAL BLDG.
10 CAUSEWAY STREET, 02222-1031
(617) 565-5900

MICHIGAN
DETROIT:
477 MICHIGAN AVENUE, ROOM 565
48226, (313) 226-6950

MINNESOTA
TWIN CITIES:
FEDERAL BUILDING
FORT SNELLING,
TWIN CITIES, 55111
(612) 725-3430

MISSISSIPPI
(SEE HUNTSVILLE, ALABAMA, LISTING)

MISSOURI
KANSAS CITY:
(FOR WESTERN MISSOURI)
FEDERAL BUILDING,
ROOM 134
601 E. 12TH STREET,
64106
(816) 426-5702

ST. LOUIS:
(FOR EASTERN MISSOURI)
OLD POST OFFICE BUILDING, ROOM 400
815 OLIVE STREET,
63101
(314) 539-2285

MONTANA
(SEE COLORADO LISTING)

NEBRASKA
(SEE KANSAS
LISTING)

NEVADA
(SEE SACRAMENTO,
CALIFORNIA
LISTING)

NEW HAMPSHIRE
PORTSMOUTH:
THOMAS J.
MCINTYRE FEDERAL
BUILDING, ROOM 104
80 DANIEL STREET,
03801-3879
(603) 431-7115

NEW JERSEY
NEWARK:
PETER W. RODINO,
JR., FEDERAL
BUILDING
970 BROAD STREET,
07102
(201) 645-3673

IN CAMDEN, DIAL:
(215) 597-7440

NEW MEXICO
ALBUQUERQUE:
FEDERAL BUILDING
421 GOLD AVENUE,
S.W., 87102
(505) 766-5583

IN DONA ANA, OTERO
AND EL PASO
COUNTIES, DIAL:
(505) 766-1893

NEW YORK
NEW YORK CITY:
JACOB K. JAVITS
FEDERAL BLDG.
26 FEDERAL PLAZA,
10278
(212) 264-0422

SYRACUSE:
JAMES M. HANLEY
FEDERAL BLDG.
100 S. CLINTON
STREET, 13260
(315) 423-5660

NORTH CAROLINA
RALEIGH:
P.O. BOX 25069
4505 FALLS OF THE
NEUSE ROAD
SUITE 4445, 27609
(919) 856-4361

NORTH DAKOTA
(SEE MINNESOTA
LISTING)

OHIO
DAYTON:
FEDERAL BUILDING,
ROOM 506
200 W. 2ND STREET,
45402
(513) 225-2720

OKLAHOMA
OKLAHOMA CITY:
200 N.W. FIFTH
STREET, 2ND FLOOR
73102
(405) 231-4948

OREGON
(SEE WASHINGTON
LISTING)

PENNSYLVANIA
HARRISBURG:
FEDERAL BUILDING,
ROOM 168
P.O. BOX 761, 17108
(717) 782-4494

PHILADELPHIA:
WILLIAM J. GREEN,
JR., FEDERAL
BUILDING
600 ARCH STREET,
ROOM 1416, 19106
(215) 597-7440

PITTSBURGH:
FEDERAL BUILDING
1000 LIBERTY
AVENUE, ROOM 119
15222
(412) 644-2755

PUERTO RICO
SAN JUAN:
FREDERICO
DEGETAU FEDERAL
BUILDING
CARLOS E.
CHARDON STREET
HATO REY, P.R.
00918
(809) 766-5242

RHODE ISLAND
(SEE CONNECTICUT
LISTING)

SOUTH CAROLINA
(SEE NORTH
CAROLINA LISTING)

SOUTH DAKOTA
(SEE MINNESOTA
LISTING)

TENNESSEE
MEMPHIS:
200 JEFFERSON
AVENUE, SUITE 1312,
38103-2335
(901) 544-3956

TEXAS
DALLAS:
(FOR NORTHERN
TEXAS)
1100 COMMERCE
STREET
ROOM 6B12, 75242
(214) 767-8035

SAN ANTONIO:
(FOR SOUTHERN
TEXAS)
8610 BROADWAY
ROOM 305, 78217
(512) 229-6610 0R 6600

UTAH
(SEE COLORADO
LISTING)

VERMONT
(SEE NEW
HAMPSHIRE LISTING)

VIRGINIA
NORFOLK:
200 GRANBY STREET
FEDERAL BUILDING
ROOM 220, 23510-1886
(804) 441-3355

WASHINGTON
SEATTLE:
FEDERAL BUILDING
915 SECOND
AVENUE, 98174
(206) 442-4365

WEST VIRGINIA
(SEE OHIO LISTING)
(513) 225-2866

WISCONSIN
RESIDENTS IN
COUNTIES OF
GRANT, IOWA,
LAFAYETTE, DANE,
FREEN, TOCK,
JEFFERSON,
WALWORTH,
WAUKESHA, RACINE,
KENOSHA AND
MILWAUKEE
SHOULD DIAL: (312)
353-6189 FOR JOB
INFORMATION.

WYOMING
(SEE COLORADO
LISTING)

APPENDIX G: RECOMMENDED READING

SELF-ASSESSMENT

Bolles, Richard N. *What Color Is Your Parachute?* Berkeley, CA: 10 Speed Press, 1990.

Crystal, John. hn C. and Richard N. Bolles. *Where Do I Go From Here With My Life?* Berkeley, CA: 10 Speed Press, 1979.

JOB SEARCH

Figler, Howard. *The Complete Job Search Handbook.* New York: Holt, Rinehart, and Winston, 1979.

Hecklinger, Fred J. and Bernadette M. Curtin. *Training For Life: A Practical Guide To Career and Life Planning.* Dubuque, IA: Kendell/Hunt Publishing, 1988.

Irish, Richard K. *Go Hire Yourself An Employer.* (New York: Doubleday, 1987.

Krannich, Ronald L. *Careering and Re-Careering For the 1990s.* Manassas, VA: Impact Publications, 1989.

Krannich, Ronald L. and Caryl Rae Krannich. *Network Your Way To Job and Career Success.* (Manassas, VA: Impact Publications, 1989.

Lathrop, Richard. *Who's Hiring Who.* Berkeley, CA: Ten Speed Press, 1989.

Wegmann, Robert, Robert Chapman, and Miriam Johnson. *Work in the New Economy.* Indianapolis, IN: JIST Works, 1989.

RESUMES

Krannich, Ronald L. and William Banis. *High Impact Resumes and Letters.* (Woodbrige, VA: Impact Publications, 1990.

Parker, Yana. *The Damn Good Resume Guide* (Berkeley, CA: Ten Speed Press, 1986.

INTERVIEWING

Molloy, John T. *Dress For Success.* New York: Warner, 1988.

Medley, H.A. *Sweaty Palms: The Neglected Art of Being Interviewed.* Berkeley, CA: Ten Speed Press, 1984.

Yate, Martin John. *Knock 'Em Dead With Great Answers to Tough Interview Questions.* Boston, MA: Bob Adams, Inc., 1986.

MILITARY/CIVILIAN

Garlock, Michael. *From Soldier To Civilian.* New York: Prentice-Hall, 1988.

Nyman, Keith O. *Re-Entry: Turning Military Experience Into Civilian Success.* Harrisonburg, PA: Stackpole Books, 1990.

Petit, Ron. *From Military To a Civilian Career.* Harrisonburg, VA: Maron Publications, 1984.

SPOUSE

Bastress, Fran. *The Relocating Spouse's Guide To Employment.* Chevy Chase, MD: Woodley Publications, 1989.

* U.S. G.P.O.:1991-282-148:45349